

**PUBLIC PROCUREMENT MANAGEMENT AND EFFECTIVE SERVICE DELIVERY
IN GOVERNMENT AGENCIES IN UGANDA:**

A CASE STUDY OF KAMPALA CAPITAL CITY AUTHORITY

BY

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DECLARATION

I, Racheal Kasangaki hereby declare that, this is my original work and has not been presented to any university or institutions of higher learning for any academic award. Where secondary sources of information used in this work, have been acknowledged.

Date

Signed

APPROVAL

This dissertation has been written under our supervision and has been submitted for the award of the master's degree in Public procurement with our approval as Uganda Management Institute supervisors.

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DEDICATION

This dissertation is dedicated to my family and all friends for their unconditional support.

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TABLE OF CONTENTS

DECLARATION	i
APPROVAL	iii
DEDICATION	iv
ACKNOWLEDGEMENT	v
TABLE OF CONTENTS.....	vi
LIST OF TABLES	xi
LIST OF FIGURES	xii
LIST OF ACRONYMS	xiii
ABSTRACT.....	xiv
CHAPTER ONE	1
INTRODUCTION	1
1.1 Introduction.....	1
1.2 Background of the study	1
1.2.1 Historical background.....	1
1.2.2 Theoretical perspective	5
1.2.3 Conceptual perspective	5
1.2.3 Contextual perspective.....	7
1.3 Statement of the problem	7
1.3 Purpose of the study.....	8
1.4 Specific objectives	8
1.5 Research questions.....	8
1.6 Research hypothesis.....	9

1.7 Conceptual framework.....	9
1.8 Scope of the study.....	11
1.8.1 Geographical scope.....	11
1.8.2 Time Scope	11
1.8.3 Content Scope	11
1.9 Significance of the study.....	11
1.10 Justification of the study	12
1.11 Definition of key terms	12
CHAPTER TWO	14
LITERATURE REVIEW	15
2.1 Introduction.....	15
1.2.2 Theoretical review	15
2.2 Related Review	17
2.2.1 Procurement Planning and Effectiveness of Service Delivery	17
2.2.2 Procurement Control and Effectiveness of Service Delivery	21
2.2.3 Procurement Monitoring and Effectiveness of Service Delivery	24
2.4 Summary of Literature Review.....	27
CHAPTER THREE	28
METHODOLOGY	28
3.1 Introduction.....	28
3.2 Research Design.....	28
3.3 Study Population.....	29

3.4 Determination of the Sample Size	29
Table 3.1: Sample Size of Respondents and Sampling Technique.....	29
3.5 Sampling Techniques and procedures	30
3.6 Data Collection Methods	30
3.6.1 Questionnaire Survey.....	30
3.6.2 Interview	31
3.6.3 Documentary Review.....	31
3.7 Data Collection Instruments	31
3.7.1 Questionnaire	31
3.7.2 Interview guide	32
3.7.3 Documentary Review Checklist	32
3.8 Quality control	32
3.8.1 Validity	32
Table .2 Content Validity Indices for the Questionnaire	Error! Bookmark not defined.
3.8.2 Reliability.....	32
Table 3: Reliability indices for the respective sections of the questionnaire.....	34
3.9 Data Collection Procedures.....	34
3.9 Data Analysis	34
3.9.1 Quantitative data analysis	35
3.9.2 Qualitative data analysis	35
3.10 Measurement of Variables	36
CHAPTER FOUR.....	37
PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS	37

4.1 Introduction.....	37
4.2 Response rate	37
4.3 Background of the Respondents	38
4.3.1 Gender of the respondents	Error! Bookmark not defined.
4.3.2 Age of the Respondents	38
4.3.3 Level of Education of the Respondents	39
4.3.4 Marital status of the Respondents	40
4.3.5 Time spent in KCCA	41
4.4. Empirical Findings.....	42
4.4.1 Procurement Planning and effective service delivery.....	42
4.2.1.1 Correlation results for Procurement planning and effective Service Delivery	47
4.2.1 .2 Regression results for procurement planning and service delivery	48
4.4.2 Procurement control and effective Service Delivery	48
4.2.2.1 Correlation results for Procurement control and effective Service Delivery.....	54
4.2.2 .2 Regression results for procurement control and effective service delivery	55
4.2.3 Procurement monitoring and effective Service Delivery.....	56
4.2.3.1 Correlation results for Procurement monitoring and effective Service Delivery	61
4.2.3.2 Regression results for procurement monitoring and effective service delivery	62
4.3 Chapter Summary	63
CHAPTER FIVE	64
SUMMARY, DISCUSSION, CONCLUSION AND RECOMMENDATIONS	64
5.1 Introduction.....	64
5.2 Summary	64

5.3 Discussion of the study findings	65
5.3.1 Procurement Planning and effective Service Delivery in government agencies	65
5.3.2 Procurement control and Effective Service Delivery in government agencies	67
5.3.3 Procurement monitoring and effective Service delivery in government agencies	69
5.4 Conclusions.....	71
5.4.1 Procurement planning and effective Service Delivery in government agencies	71
5.4.2 Procurement control and effective Service Delivery in government agencies	71
5.4.3 Procurement monitoring and effective Service Delivery in government agencies.....	72
5.5 Recommendations.....	72
5.5.1 Procurement planning and effective Service Delivery in government agencies	72
5.5.2 Procurement control and effective Service Delivery in government agencies	72
5.5.3 Procurement monitoring and Service Delivery in government agencies.....	72
5.6 Limitations of the study	73
5.7 Contributions of the study.....	73
5.8 Areas recommended for further study	74
REFERENCES	76
APPENDICES	81

LIST OF TABLES

Table 4.1: showing the response rate	37
Table 4.2: Descriptive Statistics on Procurement Planning and effective Service Delivery	43
Table 4.3: Correlation between procurement planning and service delivery in Kampala.....	47
Table 4.4: Regression analysis.....	48
Table 4.5: Descriptive findings on Procurement control and effective service delivery	50
Table 4.6: Correlation between procurement control and service delivery in Kampala City.....	54
Table 4.7: Regression Analysis.....	55
Table 4.8: Descriptive Statistics on Procurement monitoring and effective Service Delivery	57
Table 4.9: Correlation between procurement monitoring and effective service delivery in	62
Table 4.10: Regression analysis.....	63

LIST OF FIGURES

Figure 1.1: A Conceptual Framework for the understanding the Relationship between procurement management and effective service delivery.....	10
Figure 4.1: Gender of the respondents	Error! Bookmark not defined.
Figure 4.2: showing age of the respondents.....	39
Figure 4.3: showing the level of education of the respondents.....	40
Figure 4.4: Showing the Time spent in KCCA.....	41
Figure 4.5: showing the marital status of the respondents.....	Error! Bookmark not defined.

LIST OF ACRONYMS

CPAR	Controller Procurement Agency Regulation
DANIDA	Danish Development Agency
FY	Financial Year
GOU	Government of Uganda
IDA	Internal Development Agency
KCCA	Kampala City Council Authority
KPMG	Konetea Procurement Management Group
LG	Local Government
MDAs	Ministries, Departments, Agencies
MDGs	Millennium Development Goals
MOFPED	Ministry Of Finance, Planning and Economic Development
OECD	Organisation for Economic Development
PIP	Procurement Investment Plan
PMV	Procurement Monitoring Verification
PPDA	Public Procurement and Disposal of Public Assets Authority
PSM	Procurement Supply Management

ABSTRACT

This study investigated the relationship between procurement management and service delivery in government agencies in Uganda with particular focus on Kampala Capital city Authority. Specifically the study reviewed how Procurement planning, controls and monitoring are related to service delivery in Kampala City Council Authority. The study adopted a case study research design that adopted both qualitative and quantitative aspects. Empirical data was collected from 91 respondents using questionnaire, interview guide and documentary review checklist. The qualitative data was analyzed using both thematic and content analysis and quantitative data analyzed using descriptive and inferential statistics. The key findings of the study indicated that the two of the procurement management attributes that is; procurement planning and procurement control are significantly related to service delivery in Kampala Capital city Authority, however, the study found no significant relationship between procurement monitoring and service delivery in Kampala City Council Authority. The study recommended that the existing procurement planning processes be revised and strengthened to further improve service delivery in Kampala City Council Authority; the controls be thoroughly reviewed and adherence enforced; while monitoring be carried out regularly and by independent personnel. Further research was recommended to cover other procurement management attributes and a wider population of in Uganda.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This study investigated the relationship between public procurement management and effective service delivery in government agencies in Uganda, using a case study of KCCA. This chapter presents background to the study; statement of the problem situation; purpose of the study; research objectives and questions; significance and justification of the study; scope of the study and the conceptual framework.

1.2 Background of the study

1.2.1 Historical background

Historically, it is presumed that procurement management and service delivery was originally introduced by consultants in the early 1980s (La Londe, 1998) and has subsequently gained much attention in, government departments, multinational companies and local companies in recent years—and it will assume even greater significance in the years to come (Boston consulting group, 2003). It appears that in the past, procurement management was less recognized in service delivery. For instance, according to Thai (2004), in 17th century few organizations in the world really followed planning, control, monitoring and evaluation of procurement. However, by 19th century, all firms and public sector organization in Europe and United States had a mandate to have procurement committees which looked at planning, controlling and monitoring the process (Ellram, 1994; Carter and Narasimhan, 1996; Weele and Rozemeijer, 2006). When years went on

in the late 19th century, administrators and managers begun to rethink their competitive priorities and their value chain especially in Africa, increasing numbers of organizations started to recognize that effective procurement management holds the potential to transform the sector of service delivery in public sector organizations for the better. The importance attached to effective purchasing started to increase not only because organizations realize that one dollar reduction in purchasing spending equals a one dollar increase in profit (whereas one dollar in sales might only lead to a 10 cents increase in profit) but also because of the tangible success of high visibility organizations as Toyota, Daimler Benz, Siemens, Philips, etc. who had each developed effective purchasing and supply chain management as a core competence.

In Africa, over the past few years, many countries have been awakened on the importance of effective management of the public procurement process at both central and local government levels, and its subsequent contribution to improved service delivery. Procurement; a function that was traditionally viewed as a clerical and reactive task has since positioned itself among core organizational functions, and its management is becoming increasingly critical for the well-functioning of any organization. In Ghana, perhaps, the country is said to save over \$4billion dollars in procurement every annual year because of the enactment and following of the procurement procedures including procurement management. All this money was wasted before (Ghana Public Procurement Authority (PPA) Annual Report, 2009)

In Uganda, Since 1960s public procurement and management gained much attention. Attempts were made to address weaknesses in its public procurement process by the passage of several financial and legal instruments. These come in the form of constitutional, legislative instruments,

administrative instructions and financial circulars. In 1964, the Government enacted Public Finance Act 1964 which gave powers to the ministry of Works and Public Service to handle procurements of general stores for all Government departments (ministries and districts) and procurement of office supplies (Agaba & Shipman, 2007). When inefficiencies emerged and lack of fairness in delivery of public services while districts were becoming many more than 12, in 1973, the Central Tender Board was established to approve procurements above US \$1,000. In 1977, to improve service delivery, still the government established different institutions under the Central Tender Board to procure and stock some supplies to avoid total shortage; and also to control usage of foreign exchange which was in acute shortage. Among the institutions were the State Trading Corporation which was meant for buying and stocking essential commodities at subsidized prices. Army shops which were supposed to buy and supply army staff with subsidized commodities. Uganda General Machinery was also established to buy and distribute small scale machinery for small scale enterprises such as tools, agriculture implements and processing (Ministry of Local government, 2003).

In 1981-86, the Ministry of Supplies was set up to buy and stock essential commodities, consumables and common user item on subsidized prices and to avoid shortages especially for the privileged class. By 1990, C.T.B was suffering with huge numbers of procurement submissions for approval from ministries and districts. As a way forward and to ease the situation, further decentralization was institutionalized by establishment of additional procurement regulators but also without adequate enabling guiding principles and standards: Military Tender Board 1992, National Medical Stores (NMS), 1993, Police Tender Board 1994 and District Tender Boards 1994 (Basheka, 2008).

To answer the call of World bank and the prevailing problems in public procurement like over centralization, heavy, clogged and bureaucratic system, delays in public service delivery, inefficient, obsolete stores–waste, lack of transparency, no accountability references and standards, non-competitive prices, rampant discrimination for suppliers, procurement of non-required items, procurements not related to budgets, indebtedness (arrears) to suppliers was piling up, lack of a harmonized procurement system and standards. loss of supplier confidence, rampant emergency procurements–over invoicing, lack of procurement planning, no promotion of professionalism, no redress for unsatisfied supplies/bidders and many others (Basheka, 2008). In December 1997, with the assistance by International Trade Centre (ITC) a national consultative conference was held at Entebbe at-which recommendations were passed, among them, to set up a Committee to review:- public procurement system, the role and effect of the different procurement bodies in providing procurement leadership, Procurement practices and standards, the role of CTB as the oversight body and others. The committee was further reinforced by gains from the Abidjan conference (November 30th – 4th December 1998 by the ADB) on public procurement reforms in Africa (Public Procurement Monitoring Forum, 2010).

The outcomes of the public procurement review exercise were: abolition of all existing public procurement boards, establish only one independent public procurement and disposal regulator - The PPDA, 2003. Still, decentralization of Procurement and disposal processes and approvals to respective procurement and disposal entities (PDEs) (ministries, districts, authorities, commissions etc.); and within PDEs establishment of procurement disposal units (PDUs) staffed with professionally trained personnel to manage procurement processes, contract committees (tender boards) to regulate and approve procurements and accounting officers to take full procurements

responsibilities. Therefore, this study is concerned on whether these procurement reforms that were reached at in 2003 have had an impact on service delivery in government departments.

1.2.2 Theoretical Background

The study was guided by the agency theory authored by Stephen Ross 1973 and advanced by Jensen & Meckling (1976). Under this framework, the focus is on the relationship between agents and principals. The theory argues that there are three ways in which agents may differ from their principals. First, the agents may have different preferences from their principal, such as willingness to work. Second, agents may have different incentives from the principal. Agents may have a different stake in the outcome or may receive different rewards than the principal. Third, agents may have information that is unavailable to the principal, or vice versa. These types of divergences may give rise to problems relating to monitoring, incentives, coordination, and strategy (Michael et al, 2005). This idea intimates that despite the fact that KCCA may have procurement plans, controls and monitoring, it has failed out to effectively deliver services in time, cost and quality because of the agents in procurement or the interests of the principals which differs fundamentally.

1.2.3 Conceptual Background

The study was based on two main concepts that is; procurement management and service delivery. Procurement according to Lyson (1996) refers to the purchasing of goods and services for the day-to-day operations of a business. For procurement management thus, is the process of managing procurement operations in an organization (Leonard, 2000). In this study thus, procurement management was conceptualized to mean procurement planning, procurement control and procurement monitoring. Procurement planning, in this study is conceptualized to mean prior

consideration done before deciding whether there is a need for the particular goods or services; Procurement control is conceptualized to mean mechanisms put in place to see that costs and expenses are managed in relation to budgeted amounts and procurement monitoring is conceptualized to mean a continuous process of ensuring that the procurement plans and system in use is properly implemented to meet the intended objectives; obstacles towards achieving intended objectives are identified and mitigated; and feedback is provided to all those involved in the system for further improvement.

On the other hand, service delivery has no direct definition as far as the local government Act is concerned but this study adopts the definition of Oboth (2001). Oboth (2001) asserts that, service is a system or arrangement that supplies public needs. For delivery, it is the periodical performance of a service. Therefore service delivery is a system or arrangement of periodical performance of supplying public needs (Helmsing, 1995). In this study therefore, service delivery was conceptualized to mean credibility, timeliness, completeness and safety. In this study, accessibility referred to access to the use of facilities render some limited services since they are not used optimally and yet services depend on the use of the facilities. Services that are not accessible are regarded as being of poor quality and those that can be easily accessible are regarded as high quality services. Conformity referred to the degree to which a service design and operating characteristics meet established standards and credibility referred to the features that must be possessed by a service to be called a service. Completeness referred to the extent by which work done by the organization is completed in set time and timeliness was used to mean the extent to which services are delivered in time by the authority.

1.2.3 Contextual Background

KCCA is one of the local government organizations in Uganda which undertakes the role of implementing government programs. Its mission is to deliver quality services to the city. In undertaking its mission, the Authority must undertake procurement management through procurement planning, procurement control and procurement monitoring. This is all done in the name of delivering service that is timely, conforming to standards, safe, accessible to all people and complete. However, this is not the case in reality. For instance, over the on the 700 litter bins which were distributed in the Central Business District, schools and Hospitals to promote responsible solid waste management which costed over UGX 219 million, 111 are reportedly delivered and even most of those delivered seems to be missing (New Vision, 2013). All these are indicators of poor service delivery. The existing situation dismay however appeared that the procurement management done in form of procurement planning, procurement control and procurement monitoring was had not led to efficient service delivery in KCCA.

1.3 Statement of the problem

In the wake of globalization and increased role of private sector in governance, public procurement features as an important market-based incentive for promoting service delivery. Indeed, all government agencies in Uganda recognize that effective public procurement is essential for delivering public services, since includes much that supports the work of government. According to the PPDA Act 2003, KCCA as one of the government department is mandated to engage in procurement management which involves procurement planning, procurement control and procurement monitoring in efforts to deliver quality services to residents of Kampala city that are timely, effective, high standard, credible and safe. Despite the fact that KCCA undertakes such

efforts, the existing situation however, seems to be unsatisfying. For instance, in 2012/13 budget, the authority had to construct Nakivubo Channel and auxiliary drains for two years at a cost of UGX 2.33Bn, the channel up to now is not constructed as planned. In addition, over the on the 700 litter bins which were distributed in the Central Business District, schools and Hospitals to promote responsible solid waste management which costed over UGX 219 million, 111 are reportedly delivered and even most of those delivered seems to be missing (New Vision, 2013). Others are concerning the poor state of most of the roads that had been planned to be improved and poor health conditions in health centers under KCCA (Transparent International, 2011). If this problem is not settled, it is likley to affect public service delivery in city councils. Therefore, if this state of affair continues, it is likely to affect so much service delivery. It is from this background that the researcher got interest to investigate whether procurement management in one way or the other had a relationship on effective service delivery in KCCA.

1.4 Purpose of the study

The purpose of the study was to establish the relationship between public procurement management and efficient service delivery with special reference to KCCA

1.5 Specific objectives

1. To establish the relationship between procurement planning and service delivery in KCCA.
2. To examine the relationship between procurement controls and service delivery in KCCA.
3. To assess the relationship between procurement monitoring and service delivery in KCCA.

1.5 Research questions

1. What is the relationship between procurement planning and service delivery in KCCA?
2. What is the relationship between procurement controls and service delivery in KCCA?

3. What is the relationship between procurement monitoring and service delivery in KCCA?

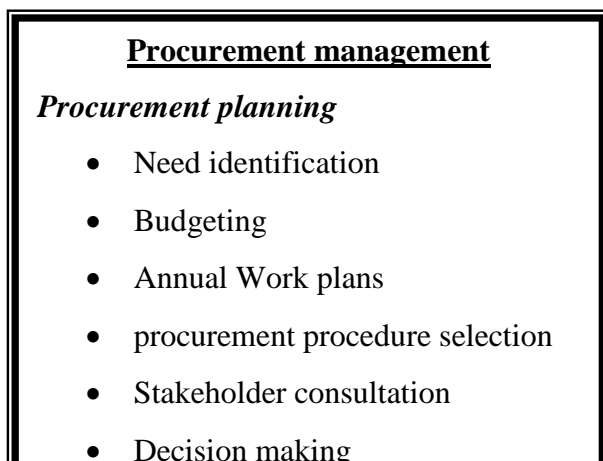
1.7 Research hypothesis

- There is a positive significant relationship between procurement planning and service delivery.
- There is a positive significant relationship between Procurement controls and service delivery.
- There is a positive significant relationship between Procurement monitoring and service delivery.

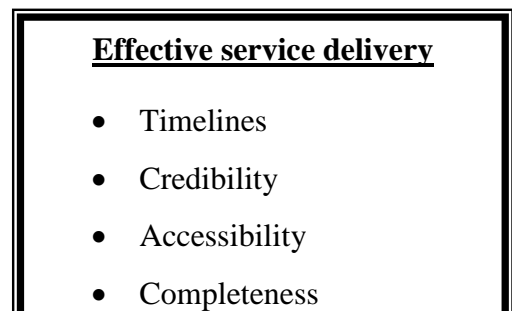
1.8 Conceptual framework

A conceptual framework is depicted in Figure 1.1 in which it is hypothesized that there is a relationship between procurement planning and service delivery. It is conceptualized that procurement management can operationally be defined as procurement planning, procurement control and procurement monitoring and, service delivery can be measured by credibility, timeliness, accessibility, completeness and safety. The framework succinctly postulates that procurement planning; procurement control and procurement monitoring have a relationship with credibility, timeliness, accessibility, completeness and safety.

INDEPENDENT VARIABLE



DEPENDENT VARIABLE



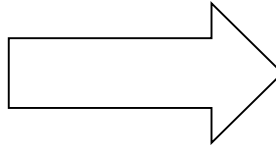


Figure 1: A Conceptual Framework for the understanding the Relationship between procurement management and effective service delivery

Source: Adapted and modified from Agaba and Shipman (2003)

From the conceptual framework in Figure 1.1, it was hypothesized that procurement management had a relationship with service delivery. If the organization undertakes procurement planning, procurement control and procurement monitoring, this can influence their level of service delivery in terms of accessibility to services, credibility of services provided, timeliness, and safety.

1.8 Scope of the study

1.8.1 Geographical scope

The study was conducted in KCCA. KCCA has its head office at city hall on parliamentary avenue in Kampala district. This area was chosen because KCCA has been involved in a number of procurement towards its fundamental changes it has had. The study was limited to procurement department within KCCA

1.8.2 Time Scope

The period that was under review was 2011 to December 2013; this is because this is the time when KCCA started its operation after replacing the old system of KCC.

1.8.3 Content Scope

The study covered public procurement management effects on service delivery in KCCA. Procurement management was studied under three main variables and these are procurement planning, controls and monitoring. Service delivery included accessibility, timeliness, conformance and completeness plus anything that would be in line with this subject and will be relevant to the study.

1.9 Significance of the study

The study is hoped to be of importance because it might foster the creation of new knowledge and awareness in the area of procurement management in all industry sectors both in the private and public sectors. The study may provide value addition to the organization by way of improving

performance, gap identification as well as proposals to mitigate the gaps. The researcher anticipates that the findings and policy recommendations generated from the study may be of invaluable input to the stakeholders of KCCA in general both in Uganda and elsewhere; and also to other organizations. Findings are anticipated by the researcher to add more knowledge on the existing body of knowledge in the subject area. The study might stimulate further research in the area. Findings and recommendation of this study may guide the bank in policy formulation. The study can also add to the researcher's personal professional development.

1.10 Justification of the study

Prior studies that had been done on procurement management and service delivery in Uganda seemed to have been limited in private sectors, and other government departments other than KCCA. They were also conducted using other dimensions of procurement management. Thus, the rationale behind the choice of this study was to empirically establish the impact of procurement management on service delivery in KCCA. The researcher therefore felt the need to carry out as research in order to understand the linkage between the aforementioned dimensions of procurement management and service delivery in KCCA. The result of this study was hoped to contribute positively to the field of procurement and service delivery in KCCA and other organizations that might have access to read this dissertation.

1.11 Definition of key terms

Procurement planning: in this study, this referred to prior consideration done before deciding whether there is a need for the particular goods or services

Procurement control: in this study, this referred to mechanisms put in place to see that costs and expenses are managed in relation to budgeted amounts

Procurement monitoring: In this study this meant a continuous process of ensuring that the procurement plans and system in use is properly implemented to meet the intended objectives; obstacles towards achieving intended objectives are identified and mitigated; and feedback is provided to all those involved in the system for further improvement.

Accessibility: This referred to access to the use of facilities render some limited services since they are not used optimally and yet services depend on the use of the facilities. Services that are not accessible were regarded as being of poor quality and those that can be easily accessible were regarded as high quality services.

Conformity: this referred to the degree to which a service design and operating characteristics meet established standards. Good service is therefore equated with operation within a tolerance degree. The question here was that can the service achieve the core purpose for which it is intended? If the service performs as expected and intended it was considered good service offered.

Credibility: this referred to the features that must be possessed by a service to be called a service. It should contain all the features that satisfy the customers' expectation. It should have all its primary operating characteristics with all the measurable attributes so as to be ranked as high service.

Completeness; This referred to the extent by which work done by the organization is completed in set time

Timeliness: this was used to mean the extent to which services are delivered in time by the authority.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The study investigated the effect of public procurement management on efficient service delivery in government agencies in Uganda, with special focus to KCCA. This chapter reviewed theoretical and related literature objective by objective. The review is conceptualized under the objectives of the study and focuses primarily on procurement planning, procurement control and procurement monitoring and their relationship with effective service delivery. These are considered the pillars of the study.

1.2.2 Theoretical review

The theoretical framework to guide this study was derived from agency theory. The agency theory paradigm was first formulated in the academic economics literature in the early 1970s (Ross 1973, Jensen & Meckling 1976). This theory has become part of the standard equipment of cultural economists (Ginsburgh, 2006). It models the interaction of two sets of people, the principal on one hand and the agent on the other (Ricketts, 2002). The principal is the individual who hires another individual or organization called agents to act on its behalf.

The theory thus explains that the kind of relationship that is a contract in which one or more persons (Principals) engage other persons (the agents) to take actions on behalf of the principals that involves delegation of some decision making authority to the agent (Jensen, 2003). An agency relationship arises whenever one party represents another on the transaction of activities (Nemmers, 1990). Agency Theory describes firms as necessary structures to maintain contracts, and through firms, it is possible to exercise control which minimizes opportunistic behavior of

agents. Accordingly, Barlie and Means (1932) posit that in order to harmonize the interests of the agent and the principal, a comprehensive contract is written to address the interest of both the agent and the principal. They further explain that the relationship is further strengthened by the principal employing an expert to monitor the agent. This position is also supported by Coarse (1937) who maintains that the contract provides for conflict resolution between the agent and principal, the principal determines the work and agent undertakes the work. He however, proposes that the principal suffers shirking which deprives him or her from benefiting from the work of the agent. Nevertheless, the theory recognizes the incomplete information about the relationship, interests or work performance of the agent described as adverse selection and moral hazard. Coarse (1937) explains that moral hazard and adverse selection affects the output of the agent in two ways; not doing exactly what the agent is appointed to do, and not possessing the requisite knowledge about what should be done. This therefore, affects the overall performance of the relationship as well as the benefits of the principal in form of cash residual.

The proponents of the theory argue that there are three ways in which agents may differ from their principals. First, the agents may have different preferences from their principal, such as willingness to work. Second, agents may have different incentives from the principal. Agents may have a different stake in the outcome or may receive different rewards than the principal. Third, agents may have information that is unavailable to the principal, or vice versa. These types of divergences may give rise to problems relating to monitoring, incentives, coordination, and strategy (Michael et al, 2005). This idea thus, cherishes that despite the fact that KCCA may have procurement plans, controls and monitoring, it is easy to fail out to effectively deliver services in donor aided projects in the required quality, time and costs because the agents may work first to fulfill their own

interests as regards financial benefits and so many others. The theory however, fell short on explaining how procurement monitoring can be handled to lead to efficient service delivery. It is so much abstract when it comes to agents and principals and doesn't exactly explain who these are in an organization.

2.2 Related Literature

2.2.1 Procurement Planning and Effectiveness of Service Delivery

According to Agaba & Shipman, (2007), procurement planning is the process used by companies or public institutions to plan purchasing activity for a specific period of time. This is commonly completed during the budgeting process. Each year, departments are required to budget for staff, expenses, and purchases. This is the first step in the procurement planning process. Economic commission of Africa (2003) defines procurement planning as the purchasing function through which organization obtain products and services from external suppliers. A good procurement plan will go one step further by describing the process you will go through to appoint those suppliers contractually. Whether you are embarking on a project procurement or organizational procurement planning exercise, the steps will be the same (Nakamura, 2004). First, define the items you need to procure.

Next, define the process for acquiring those items. And finally, schedule the timeframes for delivery. Procurement is thus one part of the commissioning process. It refers to a specific method of purchasing services which involves tendering for a contract. Sometimes it is more appropriate for a public body to fund a service through the provision of a grant, but then it will have less control

over the precise outcomes to be delivered. This thus means that KCCA must pass through this process, to realize improvement in service delivery. Therefore, this study was conducted to investigate whether such process is being obeyed in coming up with procurement plans and if they do, has it positively affected service delivery? Such gaps is what this study endeavored to fill. At the end of the study, it was revealed that procurement plans obey such processes and this has had a positive impact on service delivery.

According to Goh et al (1999), there is now very limited doubt among policy makers, managers, professionals and academicians about the role of public procurement planning in facilitating government operations in both developed and developing countries. Public procurement is increasingly recognized as a profession that plays a significant role in the successful management of public resources. According to PPDA Regulations (2006), the following should be undertaken during Procurement Planning in local government in Uganda. Preparing a multi annual work plan; each user department should prepare a multi-annual rolling work plan for procurement based on the approved budget, which is submitted to the procurement and disposal unit to facilitate orderly execution of annual procurement activities. A procurement and disposal unit uses the combined work plan to plan, organize, forecast and schedule the procuring and disposing entity's procurement activities for the financial year, section 96 of the PPDA regulations (2006). With the prevalence of the PPDA act, 2013, the researcher still held a lot of questions on whether it was being followed by KCCA and if it is being followed, has it had an impact on effectiveness in service delivery. At the end of the study, it was realized that the PPDA act was being followed and this had improved on service delivery.

Secondly, defining procurement requirements for an entity; it is the role of each entity in the local government to define its procurement requirements, identify all of the items they need to procure (Agaba & Shipman, 2007). Thirdly, aggregation of requirements for the procuring entity, this must take into account, the market structure for the items required, items which are of a similar nature and which are likely to attract the same potential bidders (Arrow smith, 2000), the optimum size and type of contract to attract the greatest and most responsive competition or the best prices, items which are subject to the same method of procurement and bidding conditions, items which shall be ready for bidding at the same time, items which shall be subject to the same conditions of contract, potential savings in time or transaction costs, the appropriate size of contract to facilitate the application of any preference and reservation schemes, and the optimum number and size of contracts to facilitate management and administration of contracts by the procuring and disposing entity (Porter, 1985). Fourthly, dividing requirements allocated to a single procurement process; where a number of lots are to be procured under the same procurement process, the solicitation documents shall clearly state; the number of lots included in the procurement process, the nature and size of each lot, the minimum and maximum number of lots, if any, for which a bidder may bid, the proportion of each lot for which a bidder may bid, or whether a bid shall be for complete lot and the method of evaluating multiple lots (Van Weele, 2002). The question that propelled this study was whether KCCA defines clearly the procurement requirements for contractors and bidders and if they do so, has it led to service delivery. At the end of the study, it was found out that procurements are well put for contractors in KCCA and this is partly the reason for improvement in service delivery.

Basheka (2008) argues that role of citizens in procurement planning is very significant. Citizens and their organizations also have very important roles to play in the procurement planning for their local governments and some of these are: assisting the town council to accurately decide on which services are to be expanded and improved, particularly during the planning stages and insisting that the council consults citizens during decision-making (Basheka, 2008). Chuan&Leu (2009) noted that Residents also work with Non-Governmental Organizations (NGOs), Community Based Organizations (CBOs) and political parties to develop proposals for the council to consider during planning. Communities can also request the town council to appoint a committee of community representatives to monitor processes as well as to advise the town council on priorities for service extension and improvement (Livingstone & Charlton, 2001).. Communities or their representatives can also play some role in the evaluation of potential service providers, the involvement of communities in service provision and monitoring of the performance of service providers is vital in planning. This kind of involvement of citizens ensures that procurement planning and decision-making process reflect their needs and priorities and lead to the types of decisions that will make an effective services delivered in an open, fair and democratic local government (Livingstone & Charlton, 2001).

Therefore, as per the reviews made, it is evident that procurement planning has a relationship with service delivery but the objective of the research seems not to be fully answered. There is a gap between what is exactly being done in KCCA and what the literature is reporting. This study looks forward to investigate on whether budgeting, annual Work plans, procurement procedure, stakeholder consultation and decision making is done in the right way and their impact on service delivery. At the end of the study, it was concluded that KCCA undertakes budgeting, annual Work

plans, procurement procedure, stakeholder consultation and decision making. These were found to have a significant impact of service delivery in KCCA.

2.2.2 Procurement Control and Effectiveness of Service Delivery

According to European Commission (2000) it is important to achieve better control and process tracking of the whole procurement process. Procurement control according to Kalokota and Robinson (2001) starts in selection of suppliers. Suppliers need to be technically capable, experienced profile and have delivery capability. To control the procurement process, the procuring entity must think about what the service to provide, the company to buy from and the technical capability to produce it well and the practical capability to execute it well (Basheka, 2008). These and other questions are what this study endeavored to answer as regards KCCA. At the end of the study, it was found out that procurement process was not well followed and the profile of some contractors and purchasing firms was still being doubted. It was thus reached that this was the cause of inefficiency in service delivery.

Thai (2004) ascertained that to measure effectiveness and ensure proper procurement controls, it is a matter of getting the right tools developed and in place. It includes conducting periodic supplier audits to correct compliance errors. Such audits should not simply be punitive, but should address the underlying issues that create the errors. As indicated earlier, services purchases are much less likely to be supported by internal information technology than materials purchases (Ody, 2001b). Organizations should install systems to inspect services transactions to control compliance errors, as they have done for materials. This was a major gap that propelled this study because the researcher had questions of whether KCCA has internal information technology, undertakes audits

like supplier periodic audits and ensure minimization of errors. By the end of the study, it was realized that KCCA has supplier periodic audits but lacked internal technologies.

In addition, Lisa et al (2007) ascertained that many organizations must invest greatly in developing better services contracts that include elements such as specific payment milestones, clear service-level agreements and measurements, and clear delineation of the meaning, causes, and penalties of noncompliance. These are essential requirements in procurement control and service delivery in an organization.

Nakamura (2004) in agreement with Lisa et al (2007), procurement controls must look forward to substantially reduce costs. A procuring entity can reduce costs by simply catching errors that result in over-billing. Further, cost reduction may be forthcoming by reducing the supply base and leveraging purchases from the best available sources, across businesses. Better buyer-supplier relationships may be pursued as the buying and supplying firms become more important to each other (Ody, 2001b). If supplier relationships are improved in an organization, this can help in developing better understanding of service costs and work more effectively with services suppliers to improve the cost of services purchases. The underlying questions this study wanted to verify was whether KCCA has an organization observed supplier relationship management and whether this had an impact on service delivery. At the end of the study, it was found out that SRM was being envisaged in the council and it has had a significant impact on service delivery.

They also noted that, Lack of supply management involvement in services supplier identification, screening, and selection exposes the organization to new risks. Agere (2001) explores that a

procuring authority must ask its several questions. Such questions may include; is the supplier financially viable? What does the organization know about the supplier's parent company and other customers? Is there a potential for conflict of interest? Does the contract adequately protect the buying firm from liability? Such questions were major gaps that are being answered in this study as regards KCCA.

Basheka (2008) argued that top management support is needed to disallow services purchasing without the involvement of service professionals to help develop contracts, service-level agreements, and supplier performance metrics. This top management policy supported the success of supply management involvement in services purchasing in Bank of America and other firms. Procurement controls like other controls is a key area for risk minimization for all institutions (Paulraj et al, 2006). Despite the fact that organization having policies and procedures for their operations, they also need to put in place controls to mitigate any risks. Procurement is inherently risky given the fact that it involves movement of company resources; the temptation to apply the resources for personal interest may be high. Controls should therefore be emphasized in organizations so as to improve service delivery. Put the best people in services supply management. Without this commitment to getting the best people in services supply management, failure is inevitable. Any organization needs some trailblazers to set the standard, people who know what is possible and can develop a vision for formalizing services. Leveraging existing, experienced materials buyers to apply their skills to services purchasing is one alternative (Public Procurement Monitoring Forum, 2010). Hiring from other companies and industries that have effectively taken control of services purchasing is another common alternative. The key is to begin to take steps to better manage services spending. Dedicating skilled resources to establishing new

systems for better managing the purchase of services should result in a tremendous return on investment and improvement in value of services for the dollars spent. Purchasing of services could truly be the next frontier for improved supply chain and organizational performance (Lisa et al 2007).

The literature therefore missed vital areas of concern for this study for instance when bids are required to be done, who enforces the policies and procedures and if they are loopholes in the procedures, what are the corrective actions that must be undertaken. These and other questions were too important for this study to be conducted and answer them accordingly. This and other gaps are what this study sought to investigate and their impact on service delivery. At the end of the study, it was found out that procurement control had a positive and significant relationship with service delivery.

2.2.3 Procurement Monitoring and Effectiveness of Service Delivery

Mlinga (2011) ascertained that monitoring of public procurement is a continuous process of ensuring that: a procurement system in use in the country is properly implemented to meet the intended objectives; obstacles towards achieving intended objectives are identified and mitigated; and feedback is provided to all those involved in the system for further improvement. It is recognized that without effective monitoring arrangements contracts for goods, services and works are unlikely to deliver best value for money (Thai, 2001). All strategic contracts will be monitored to ensure that all of the requirements of the organization are met; including individual users needs set out within the specifications. Key performance indicators will be an important element of the monitoring arrangements (Derbyshire Constabulary, 2010). With key performance indicators, the

study wanted to understand whether KCCA implemented its procurement plans and contracts, it has performance indicators or specifications and designs put afore for contractors before implementation. At the end of the study, it was realized that most of the performance indicators were put on paper but not well implemented since some of the materials that were being used were reportedly lacking in quality and specifications. This had affected service delivery in KCCA negatively.

Wittig (1999) adds that monitoring must be done to regularly check and evaluate the processes and the results (outputs, outcomes and impact) of a programme and to find out whether progress is being made towards the targets and defined objectives. When M&E detects that service delivery is below the expectations, actions to prevent and/or to correct the problems should be initiated (The Boston Consulting Group Procurement Report, 2011). Used this way, M&E is a tool for continuous improvement of service delivery while at the same time facilitating reporting, accountability and transparency. Therefore, the gap that rendered the conducting of this study was to find out whether KCCA undertakes regular checkups and endeavor to fix or report the feedbacks. Such questions are what are being answered in this study.

According to Basheka (2008), many governments departments are good at coming up with annual procurement work plans but their efforts on how to control their implementation and monitoring is less emphasized at the end leaves the system as if it has no procuring authority. Therefore, monitoring has been receiving serious attention as it is adduce to reflect the programmers' outcomes and impacts. Cloete (2009) adds that monitoring and supervision of contractors, supplied goods and services, technical ability is too important for improved service delivery. This is too

fundamental if systematic collection of data is done on the basis of specified indicators to determine levels of progress and achievement of goals and objectives.

Without procurement monitoring and verification, the rate of procurement corruption is exacerbated (Mullins, 2003). Procurement Monitoring and Verification assumes fraud and corruption prevention in the procurement cycle; increases efficiency and productivity; generates savings over original cost estimates while improving the overall quality of goods and services.

To help guard against corruption and inefficiency, it is critical to begin monitoring the process at the planning stage of each procurement activity (The Boston Consulting Group Procurement Report, 2011). The monitoring and evaluation system should also determine the risks and vulnerable points at each stage of the procurement process. The key to accountability is the capacity to monitor and enforce rules-within the public sector, between public and private parties. Accountability as one of the broad elements of good governance involves holding elected or appointed individuals and organizations charged with public mandate to account for specific actions, activities, or decisions to the public from whom they derive their authority (Agere, 2001). Therefore, issues handled by the literature seems to leave a big gap for undertaking this study because there is no enough empirical observation made on the dimensions of procurement monitoring which this study would like to investigate about. At the end of the study, it was reported that procurement monitoring was largely lacking and this has had a negative impact on service delivery.

2.4 Summary of Literature Review

The literature reviewed clearly indicates that there are a number of studies in place that have viably established a relationship between procurement planning and effectiveness of service delivery world over. However, there is no specific literature reportedly reviewed in Uganda, and particularly in KCCA. Most of the literature reviewed is reportedly done in previous years of 2010 and below. Currently, we are in 2014 and new developments have come up which call for a study like this to try to empirically test the literature reviewed and weigh the progress of the new programs in place. This revealed new works in place especially on the relationship between procurement planning and effectiveness of service delivery.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

The study investigated the effect of public procurement management on efficient service delivery in government agencies in Uganda, with special focus to KCCA. This chapter describes the methods that were used in the study. The chapter therefore presents the research design, study population, determination of sample size, sampling techniques, data collection methods, data collection instruments, quality control, data collection procedures, data analysis and measurement of variables.

3.2 Research Design

This study was a case study which adopted a cross sectional research design. The case study was intended to enable an in-depth investigation of the study problem. The cross sectional design, on the other hand, was chosen because it was important for the researcher to find out the opinion of a cross section of the population about a subject under investigation in a particular period of time using a particular part of organisation (Sekaran, 2003). In this study, numerical figures and descriptive information was obtained, giving it both a quantitative and qualitative research dimension. The study thence used both qualitative and quantitative approaches during sampling, data collection, quality control, and analysis. At data collection stage, qualitative design involved administering open ended interview and questionnaire questions to the respondents, whilst the quantitative design involved administering closed ended interview and questionnaire questions to respondents in KCCA.

3.3 Study Population

This study was conducted in KCCA. The study population consisted of 128 respondents (KCCA Human Resource Manual, 2013). These consisted of 10 management staffs in procurement departments and 118 employees of KCCA. The senior management was chosen in this study because they had that absolute role to manage procurement and service delivery in KCCA and the Employees of KCCA were chosen because they are involved in procurement management and service delivery in KCCA.

3.4 Determination of the Sample Size

The sample size was determined using the statistical tables by Morgan and Krejcie (1970, as cited in Amin, (2005). This therefore means that the sample included 104 respondents. The sample procedures are illustrated in Table 3.1.

Table 1: Sample Size of Respondents and Sampling Technique

Category of Population	Population Size	Sample Size	Sampling Technique
Senior managers	2	2	Purposive sampling
middle managers	4	2	Purposive sampling
line managers	4	2	Purposive sampling
City councilors	33	28	Simple Random sampling
KCCA junior employees	85	70	Simple Random sampling
Total	128	104	

Source: Primary data (2013)

From Table 3.1, it can be observed that the researcher worked with a sample size of 104 respondents using a blend of purposive and simple random sampling techniques.

3.5 Sampling Techniques and procedures

The study used both probabilistic and non-probabilistic sampling techniques.

The study used simple random sampling technique. Simple random sampling was used to select employees from KCCA. This technique was chosen because the category of Employees has a large population size and as such warranted simple random sampling to minimize sampling bias (Mugenda & Mugenda, 2003). Purposive sampling was employed to select management staffs that were targeted due to their perceived knowledge arising out of known experience that they have. This technique was employed following the postulate that if sampling had to be done from smaller groups of key informants, there was need to collect very informative data, and thus the researcher needed to select the sample purposively at one's own discretion (Sekaran, 2003).

3.6 Data Collection Methods

3.6.1 Questionnaire Survey

This was used to collect primary data from employees, and, it involved use a semi-structured questionnaire depicted in Appendix A. The method of survey using a semi-structured questionnaire since it critically collects data from large samples in the most convenient way. (Amin, 2005).

3.6.2 Interview

This was used to collect primary data from senior management staffs in procurement. It involved use of a semi-structured interview guide depicted in Appendix B. The method of interview using a semi-structured interview guide was deemed appropriate since the aforementioned categories of staff have vital information yet no time to fill in questionnaires (Sekaran, 2003).

3.6.3 Documentary Review

This was used to collect secondary data and was guided by a documentary review checklist. Documents from KCCA, public and private libraries with literature relevant to the research topic was analyzed as secondary sources of data to supplement primary data from survey and interviews (Amin, 2005).

3.7 Data Collection Instruments

3.7.1 Questionnaire

Questionnaire was used to collect data from the employees in KCCA. The questionnaire (Appendix I) was used in this case because it has proved to be an invaluable method of collecting a wide range of information from a large number of individuals especially when it comes to people like the employees (Sekaran, 2003). The questionnaires are popular because the respondents could fill them in at their own convenience and are appropriate for large samples. The questionnaire was designed with both open and closed ended questions (Amin, 2005).

3.7.2 Interview guide

The researcher prepared and used a semi-structured interview guide to conduct interviews with management officials from procurement department. Interviews were chosen because they are thought to provide in-depth information about a particular research issue or question. Still, interviews were chosen because they make it is easy to fully understand someone's impressions or experiences, or learn more about their answers as compared to questionnaires. According to Mugenda and Mugenda (2003), interviews are advantageous in that they provide in-depth data which is not possible to get using questionnaires.

3.7.3 Documentary Review Checklist

This consisted of a list of documents (Sekaran, 2003) particularly concerning procurement management and service delivery which are directly relevant. Most of these documents were obtained from public libraries and the. In this case; textbooks, journals, magazines, theses, conference papers, newspaper articles, government reports, internet, and dissertations related to the topic under investigation as recommended by Amin (2005) was reviewed.

3.8 Quality control

3.8.1 Validity

A validity test was carried out prior to the administration of the questionnaires. Three experts were used. Two were from the procurement department of KCCA and one was got from the UMI. This was done in order to find out whether the questions are capable of capturing the intended responses. Content Validity Index (CVI) was calculated in order to establish the validity of the questionnaire.

The researcher used the following formula to establish validity of the research instruments as seen below.

$$\text{Content Validity Index} = \frac{\text{No. of items rated relevant}}{\text{Total no. of items}}$$

Table 2: Validity of instrument

Total number of items	Total number of items rated relevant	Content validity index
147	134	0.91

As recommended by Amin (2005), for the instrument to be valid, the C.V.I should be at least 0.7. Therefore, since my questionnaire was valid at 0.91, it worth to conduct the study.

3.8.2Reliability

Gay (1996) defined reliability as the degree of consistency that the instrument demonstrates. After pilot testing in the field, reliability of the instrument, on multi-item variables (i.e. land management and land development) was tested via the Cronbach Alpha Method provided by Statistical Package for the Social Scientists (Foster, 1998). The researcher used this method because it was expected that some items or questions would have several possible answers. The researcher established reliability of the questionnaires by computing the alpha coefficient of the items (questions) that constituted the dependent variable and that of the items that constituted the independent variable. The results are as on Table 4:

Table 3: Reliability indices for the respective sections of the questionnaire

Variable	Description	No. of Items	Cronbach alpha
Independent	Procurement planning	12	.831
	Procurement control	11	.767
	Procurement monitoring	10	.761
Dependent	Service delivery	10	.767

According to Cronbach Alpha Coefficient Test (Cronbach, 1971), the questionnaire was considered reliable since all the coefficients in Table 4 were above 0.7 which is the least recommended CVI in survey studies (Amin, 2004; Gay, 1996).

3.9 Data Collection Procedures

After the approval of the proposal, the researcher designed the questionnaire, validated it then tested its reliability using the Cronbach Alpha method. After modifying the instrument, the researcher secured a letter of introduction to assist the researcher proceed with the study. Two research assistants were selected from the undergraduate classes to help in distribution and collection of questionnaires to and from respondents.

3.10 Data Analysis

Data was analyzed both quantitatively and qualitatively.

3.10.1 Quantitative data analysis

Quantitative data analysis involved use of both descriptive and inferential statistics in the Statistical Package for Social Scientists (SPSS). Descriptive statistics entailed determination of measures of central tendency such as mean, mode, median; measures of dispersion such as range, variance, standard deviation; frequency distributions; and percentages. Data was processed by editing, coding, entering, and then presented in comprehensive tables showing the responses of each category of variables. Inferential statistics included correlation analysis using a correlation coefficient and regression analysis using a regression coefficient in order to answer the research questions. According to Sekaran (2003), a correlation study is most appropriate to conduct the study in the natural environment of an organization with minimum interference by the researcher and no manipulation. A correlation coefficient was computed because the study entailed determining correlations or describing the association between two variables (Oso & Onen, 2008). At bivariate level, procurement management as an independent variable was correlated with service delivery as the dependent variable using Pearson's Correlation Coefficient.

3.10.2 Qualitative data analysis

Qualitative data analysis involved both thematic and content analysis, and, was based on how the findings related to the research questions. Content analysis was used to edit qualitative data and reorganize it into meaningful shorter sentences. Thematic analysis was used to organize data into themes and codes were identified (Sekaran, 2003). After data collection, information of same category was assembled together and their similarity with the quantitative data created, after which a report was written. Qualitative data was interpreted by composing explanations or descriptions

from the information. The qualitative data was illustrated and substantiated by quotation or descriptions.

3.11 Measurement of Variables

Mugenda and Mugenda (2003) support the use of nominal, ordinal, and Likert type rating scales during questionnaire design and measurement of variables. The nominal scale was used to measure such variables as gender and terms of employment, among others. The ordinal scale was employed to measure such variables as age, level of education, years of experience, among others. The five point Likert type scale (1- strongly disagree, 2-disagree, 3-not sure, 4- agree and 5-Strongly agree) was used to measure the independent variable (procurement management) and the dependent variable (service delivery). The choice of this scale of measurement is that each point on the scale carries a numerical score which is used to measure the respondent's attitude and it is the most frequently used summated scale in the study of social attitude. According to Mugenda (2003) and Amin (2005), the Likert scale is able to measure perceptions, attitudes, values and behaviors of individuals towards a given phenomenon.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.1 Introduction

The study investigated the effect of public procurement management on efficient service delivery in government agencies in Uganda, with special focus to KCCA. This chapter presents and analyzes findings of the study. The chapter also presents a discussion of the findings as well as drawing conclusions and recommendations. In the first section, the response rate is given as per respondent's attendance to the study. The social background of the respondents is given. In the second section, the empirical analysis of the study findings are analyzed (that is findings on procurement planning, procurement control, procurement monitoring and effective service delivery in KCCA) and the last section handles the testing of hypothesis that were set for this study to prove. The response rate in the whole study is explained in table 4.1 below;

4.2 Response rate

Table 4: showing the response rate

Respondents	Sample size	Frequency	Percentage
Senior Managers	2	1	50%
Middle Managers	2	2	100%
Line Managers	2	2	100%
City councilors	28	19	67.8%

KCCA junior employees	70	62	88.5%
Total	104	86	82.7%

Table 4 above indicates that out of the 104 respondents that were set for the study for investigation, 86 were able to respond to the study. The remaining 18 of the respondents couldn't be reached because some of them were out of the country, others couldn't attend to the researcher in the specified time and some of them had been transferred to work to undertake certain projects away from specified areas.

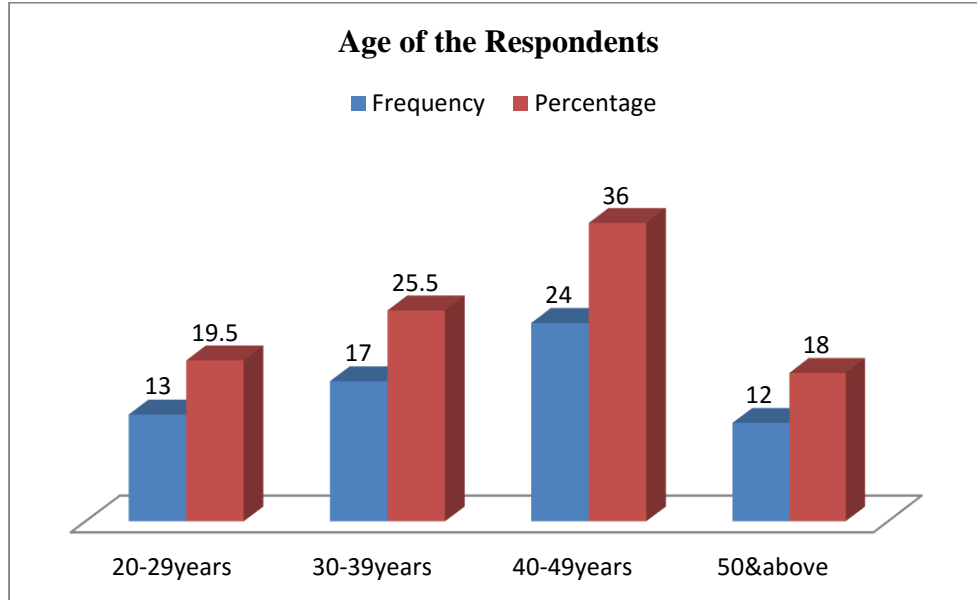
4.3 Background of the Respondents

This theme handles the background information on the respondents that were used in the study. Among these characteristics included, gender, age, level of education, marital status and the period respondents had worked with procurement in KCCA.

4.3.1 Age of the Respondents

To establish the age of the respondents, respondents were asked to state their ages and below are the results that were recorded in figure 2.

Figure 2: showing age of the respondents



From figure 2, it was found out that most of the respondents had 40-49years and these took the highest toll of 36%. Those who were in the category of 30-39 constituted 25.5%, 20-29years were represented by 19.5% and the last category of 50&above was represented 18%. On the other hand, from the interviews conducted, most of the respondents were between above 50years and these took a percentage of 50%. Those who were between 40-49years took 40% and 30-39 had 10% of the respondents. The above statistics inform us that the study was conducted mostly in the people who were 30years and above. These categories of years are associated and susceptible to have enough experience of what is exactly happening as far as the study is concerned.

4.3.2 Level of Education of the Respondents

Respondents were also asked to state their level of education and most of them indicated that they had a bachelor's degree as shown in figure 3 in details below.

Figure 3: showing the level of education of the respondents

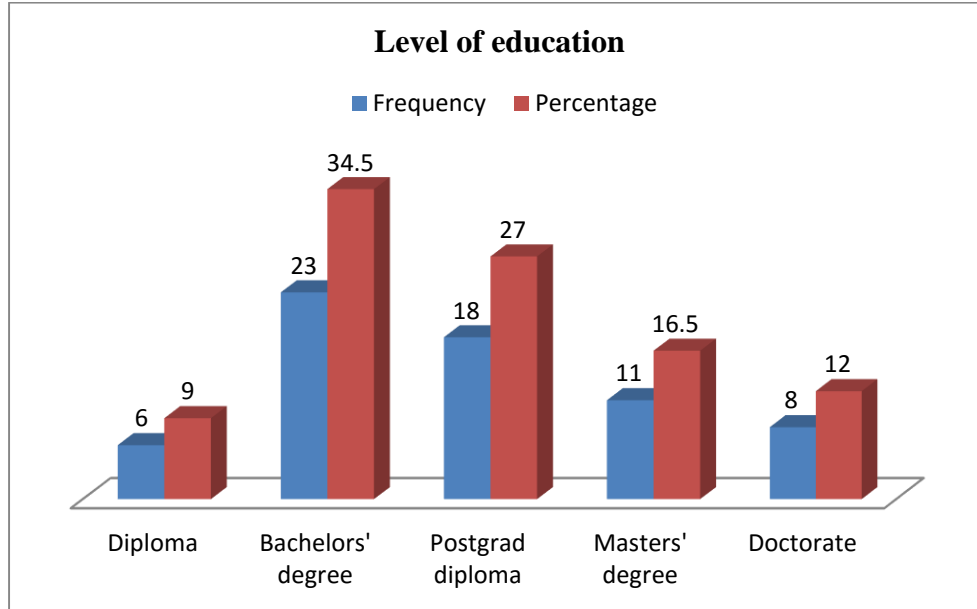


Figure 3 indicates that most of the respondents had attained a bachelor's degree of education and these constituted 34.5%. Those who had attained post-graduate diploma came second with 27% of the respondents. 16.5% of the respondents were of Master's degree of education and those who had attained a Doctorate were represented by 12%. The last category of 9% had a a diploma. On the other hand, from the interviews conducted, most of the respondents had a master's degree of education and these constituted 70% of the respondents. The remaining portion of 30% had a post-graduate diploma. Basing on the above findings, most of the respondents had a bachelor's degree and above, this means that the findings of the study were based on the people who had enough cognitive capacity to tell what is required to the study. And this implies that with regards service delivery, such people had enough capacity to understand what is taking place in KCCA.

4.3.3 Time spent in KCCA

Respondents were also asked to state the time they had spent while working with KCCA and their responses are what figure 5 indicates below.

Figure 5: Showing the Time spent in KCCA

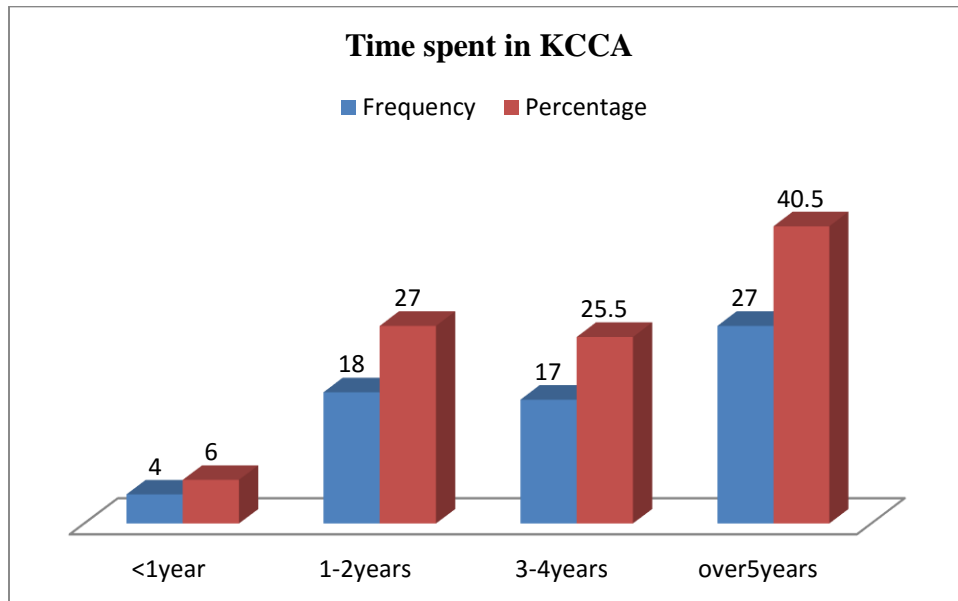


Figure 5 above indicates that most of the respondents had worked in the service for over 5years and these took 40.5%, 27% had spent in service for 1-2years. Those who had spent 3-4years were represented by 25.5% and the last category which had spent in service for less than 1year was represented by 6% of the respondents. On the other hand, among the interviewees, it was reported that most of the respondents constituting 80% had spent in service for over 5years, those who had spent 3-4years constituted 20%. This therefore, means that the study was based on the people who had enough experience as far as procurement management and effective service delivery in KCCA is concerned most of them had spent beyond 2years.

4.4. Empirical Findings

In this section, the research findings are presented as per the objectives adopted for the study. These findings were thus obtained on procurement planning and effective service delivery, procurement control and effective service delivery and procurement monitoring and effective service delivery in Kampala City Council Authority. In this case therefore, to understand whether there is a relationship between procurement management and effective service delivery in Kampala City Council Authority, respondents were introduced to different pre-conceived statements as per each variable to listen to their views and below are the findings that were found on each dimension.

4.4.1 Procurement Planning and effective service delivery

To understand whether procurement planning had a relationship with effective service delivery in Kampala City Council Authority, respondents were introduced different items to have their say. Their responses were computed by making an aggregate of responses given by respondents to the 12-items and 5point Likert scale (1=Strongly Disagree, 2=Disagree, 3=Not sure, 4=Agree and 5=Strongly Agree), which sought to measure the relationship between the two variables in Kampala City Council Authority which were categorized according to their percentages and means as follows:

Table 5: Descriptive Statistics on Procurement Planning and effective Service Delivery

Items	1	2	3	4	5	Mean
There is good communication between budget, program and procurement officers for planning to be effective	9%	36%	33%	16.5%	4.5%	2.71
There is early involvement of all stakeholders in procurement planning so as to attain the right quality, time and costs	4.5%	27%	33%	30%	4.5%	3.03
Relevant approvals are obtained from the KCCA authorities for all procured items in terms of the quality and costs required	3%	28.5%	31.5%	30%	6%	3.08
Prior consideration is given to the formulation of procurement specifications and designs so as to attain services of the best quality	1.5%	22.5%	27%	24%	24%	3.42
Top management is involved in procurement planning of the quality, cost and time of projects	4.5%	6%	24%	34.5%	30%	3.65
The set specifications and designs are followed during implementation hence witnessing quality in the service provision	1.5%	15%	18%	42%	22.5%	3.70
The required costs for service delivery are clearly defined by the responsible personnel in the unit /department	9%	6%	10.5%	45%	28.5%	3.79
Budget proposals are made and approved so as to attain the required time, quality and costs of services	0%	10.5%	25.5%	36%	27%	3.89
Thorough needs assessment is undertaken by the respective managers for the required quality for services	3%	3%	22.5%	40.5%	30%	3.92
KCCA procurement process begins with "planning and budgeting" for costs quality and time scope of project undergoing	3%	4.5%	13.5%	43.5%	34.5%	4.03
The procurement committee ensures or confirms the availability of funds before any purchase	0%	4.5%	25.5%	31.5%	39%	4.09
Annual procurement budgets showing the set quality time and costs are always formulated	1.5%	7.5%	15%	28.5%	46.5%	4.12

From table 5 above, it is clearly indicated that out of the 12-items that were introduced to respondents, 2-items were strongly agreed on by most of the respondents and these were indicated

with the highest means, 6-items were agreed on by majority of the respondents, 3-items were indicated by most of the respondents as Not sure and 1-items was finally disagreed on by most of the respondents and this was indicated with a lowest mean. This thus means that procurement planning was being practiced in KCCA.

Among the responses that were strongly agreed on by most of the respondents included; *“Annual procurement budgets showing the set quality time and costs are always formulated”* was reported by 46.5% of the respondents and this was measured with a mean of 4.12; 39% of the respondents indicated that *“The procurement committee ensures or confirms the availability of funds before any purchase”* and this was computed with a mean of 4.09.

In the same realm of analysis, the items that were agreed on by most of the respondents included; *“KCCA procurement process begins with "planning and budgeting" for costs quality and time scope of work”* which was reported by 43.5% of the respondents and indicated by a mean of 4.03. 40.5% of the respondents added that *“Thorough needs assessment is undertaken by the respective managers for the required quality for the projects”* and this was registered with a mean of 3.92. *“Budget proposals are made and approved so as to attain the required time, quality and costs of projects”* was reported by 36% of the respondents and this was computed with a mean value of 3.89. Additionally, 45% of the respondents reported that *“The required costs for projects are clearly defined by the responsible personnel in the unit /department”* and this was indicated by a mean of 3.79. *“The set specifications and designs are followed during implementation hence witnessing quality in the projects”* was reported by 42% of the respondents and this had a mean of 3.70 and lastly on this scale, *“Top management is involved in procurement planning of the quality,*

cost and time of projects.” This was reported by 34.5% of the respondents and it was indicated by a mean of 3.65.

Among the items that were not decided or indicated by not sure by most of the respondents included; *“Prior consideration is given to the formulation of procurement specifications and designs so as to attain projects of the best quality”* was reported by 27% of the respondents and was measured with a mean of 3.42. *“Relevant approvals are obtained from the UNRA authorities for all procured items in terms of the quality and costs required in construction”* was reported 34.5% of the respondents and had a mean value of 3.08. 33% of respondents reported that *“There is early involvement of all stakeholders in procurement planning so as to attain the right quality, time and costs”* and this was represented by a mean value of 3.03.

On the other hand, 36% of the respondents disagreed that *“There is good communication between budget, program and procurement officers for planning to be effective”* and this had a mean of 2.71.

The views from the key informants continually supported the above position, where 100% of the interviewees admitted that KCCA undertakes procurement planning. 60% of the respondents confirmed this by ascertaining that KCCA makes specifications and designs of all services required in the city and 30% of the respondents mentioned budgeting and budget proposals that must pass through top management and procurement committees for implementation. When they were probed of whether they undertake needs identification while carrying out procurement planning, 90% of the interviewees replied in a complete agreement but 10% of the interviewees declined while saying that these plans are based on prior implemented projects. All of them completely

agreed that the procurement plans are followed as they are approved by top management, parliament and committees.

On whether procurement planning had led to efficient service delivery in KCCA, 100% of the interviewees agreed with this claim while saying the procurement plans have been important in specifying the design, quality, costs and time required for service delivery and this at the end leads efficiency and effectiveness. One of the executives in KCCA was quoted saying,

“...if we were not carrying out procurement planning, I don't think we would have had great successes we have so far got in KCCA. For your information, services supplied to us are monitored and evaluated and they will always want to look at your procurement plans before implementation...”

The above verbatim means that KCCA engages in procurement planning and endeavors to follow the procurement plans as followed.

From the documents reviewed, according to KCCA strategic plan (2011-2015), it directly affirms that procurement plans is a priority that must be undertaken in KCCA for realization of the funds required and for quality accomplishments. Additionally, KCCA Report (2012) in Lubaga Division indicated that the area roads faced delay and finally failed to be completed in time because of late submission and approval of procurement plans. This thus tells us that procurement planning has a direct relationship with service delivery in Kampala City Council Authority.

Therefore, it is crystal clear from the above observations that since most of the items in the questionnaires were strongly agreed and agreed on by most of the respondents, which were also supported by the interviews conducted in Kampala City Council Authority as well as the

documents reviewed, it directly confirms that procurement planning has a relationship with effective service delivery in Kampala City Council Authority.

4.2.1.1 Correlation results for Procurement planning and effective Service Delivery

The first null hypothesis stated, “*There is a positive relationship between procurement planning and effective service delivery in Kampala City Council Authority*” Pearson correlation coefficient (r) was used to test the hypothesis.

To examine the level of significance between procurement planning and effective service delivery in Kampala City Council Authority, a bi-variate analysis was computed between one of the indicators of procurement planning and service delivery as they were reported by the respondents to find out whether there is a correlation between the two. Below are the results in table 6

Table 6: Correlation between procurement planning and service delivery in Kampala City Council Authority

		Procurement planning	Service delivery
Procurement planning	Pearson Correlation	1	.485**
	Sig. (2-tailed)		.000
	N	81	81
Service delivery	Pearson Correlation	.485**	1
	Sig. (2-tailed)	.000	
	N	81	81

** . Correlation is significant at the 0.01 level (2-tailed).

From the table above 6 shows that a Pearson Correlation Coefficient value is ($r=.485$). According to Critical Values of the Pearson Product-Moment Correlation Coefficient, when using the critical value table, the absolute value of .485 indicates a moderate relationship ($.000 < .05$) between procurement planning and service delivery. This implies that procurement planning is significantly

related to effective service delivery in Kampala City Council Authority. This thus means that if Kampala City Council Authority needs to continuously invest in procurement planning has it has been reported to have a significant impact on service delivery in donor funded projects.

4.2.1 .2 Regression results for procurement planning and service delivery

A linear regression analysis was run to ascertain the extent to which procurement planning explains improvement in service delivery. The results are presented in table 7 below.

Table 7: Regression analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.073	1.134		-.064	.949
	Procurement planning	.672	.255	.259	2.638	.010
Dependent variable: service delivery						
	R square	.0128 ^a			F-statistics	6.788
	Adjusted R Square	.012			Sig.	0.01

Results showed that procurement planning, predicted 12% of the variance in service delivery in KCCA (Adjusted R Square =.012). The remaining 78% was predicted by other factors outside the study. The regression model was also valid (sig. <.01).

4.4.2 Procurement control and effective Service Delivery

To understand whether procurement control had a relationship with effective service delivery in Kampala City Council Authority, respondents were introduced different items to have their say. Their responses were computed by making an aggregate of responses given by respondents to the 11-items and 5point Likert scale (1=Strongly Disagree, 2=Disagree, 3=Not sure, 4=Agree and

5=Strongly Agree), which sought to measure the relationship between the two variables in Kampala City Council Authority which were categorized according to their percentages and means as follows:

Table 8: Descriptive findings on Procurement control and effective service delivery

Items	1	2	3	4	5	Mean
The operational policies and guidelines on the quality of services are readily accessed by all stakeholders	40.5%	22.5%	19.5%	9%	6%	2.18
Procurement often suffers from inadequate knowledge of guidelines and procedures by project implementers which leads to ineffective costs, time and quality	24%	34.5%	24%	10.5%	4.5%	2.38
Corrective actions have been fundamental in helping the authority meet timely service provision	25.5%	33%	24%	16.5%	0%	2.42
The evaluation committee always recommends the lower bidder as the best evaluated	25.5%	39%	10.5%	13.5%	10.5%	2.44
The corrective actions are performed by experts who decide on how to successfully award a project to the best bidder.	27%	31.5%	15%	16.5%	9%	2.48
The increased construction costs are due to inadequate controls and under estimated quantities of work	16.5%	21%	37.5%	24%	31.5%	2.59
Due to corrective actions done by the authority, it has led to the selection of the best bidder.	3%	25.5%	30%	19.5%	21%	3.30
KCCA follows international and national policies and guidelines clearly stating the costs, timeliness and quality of services required for efficient service delivery	4.5%	15%	28.5%	31.5%	19.5%	3.57
Evaluation of Bids is operated according to how the service provider's technical ability, capacity and expertise in construction	6%	16.5%	21%	24%	31.5%	3.59
KCCA uses standard bidding documents issued by PPA/ADB/World Bank which show the set time quantity and costs needed	3%	9%	24%	28.5%	34.5%	3.83
The successful projects are associated with effective controls considering time, costs and quality	0%	0%	0%	45%	55%	4.55

The study findings in table 8, it is indicated that out of the 11-items that were introduced to respondents, 3-items were strongly agreed on by most of the respondents and these were indicated with the highest means, only 1-item was agreed on by most of the respondents, 1-item was left by most of the respondents as not sure, 4-items were marked as disagreed by most of the respondents and 1-items was lastly marked as strongly disagreed by most of the respondents and this was indicated with lowest mean.

Among the items that were strongly agreed on by most of the respondents included; *“The successful projects are associated with effective controls considering time, costs and quality”*, this was reported by 55% of the respondents and it was measured with a mean of 4.55. *“UNRA uses standard bidding documents issued by PPA/ADB/World Bank which shows the set time quantity and costs needed”* was reported by 34.5% of the respondents and was indicated with a mean value of 3.83. 31.5% of the respondents added that *“Evaluation of Bids is operated according to how the service provider’s technical ability, capacity and expertise in service delivery”* which was rerecorded with a mean of 3.59.

For the items that were agreed on by most of the respondents included; 31.5% of the respondents who showed that *“KCCA follows international and national policies and guidelines clearly stating the costs, timeliness and quality of services required for efficient construction”* and this was registered with a mean of 3.47.

The responses that were indicated by Not sure, included; *“Due to corrective actions done by the authority, it has led to the selection of the best bidder”* which was reported by 30% of the respondents and had a mean of 3.30. Still, 37.5% of the respondents indicated that, *“The increased*

construction costs are due to inadequate controls and under estimated quantities of work” which was reported by a mean of 2.59.

On the other hand, among the responses that were disagreed on by most of the respondents included; *“The corrective actions are performed by experts who decide on how to successfully award a project to the best bidder”* which was reported by 31.5% of the respondents and a mean of 2.48. 39% on the other hand reported that *“The evaluation committee always recommends the lower bidder as the best evaluated”*, this was recorded with a mean of 2.44. *“Corrective actions have been fundamental in helping the authority meet timely service provision”* was reported by 33% of the respondents and was measured with a mean of 2.42. Lastly on this segment, 34.5% of the respondents informed that *“Procurement often suffers from inadequate knowledge of guidelines and procedures by project implementers which leads to ineffective costs, time and quality”* and this was registered with a mean of 2.38.

In line with the latter, 40.5% of the respondents strongly disagree that *“The operational policies and guidelines on the quality of services are readily accessed by all stakeholders”* and this was computed with a mean of 2.18.

The findings from the interviewees seemed to contrary to what most of the respondents in the questionnaire had indicated. 100% of the interviewees agreed with the view that KCCA has procurement control mechanisms and when they were probed on which controls, they varied in their answers, 50% of the interviewers mentioned things to do with bid/procurement committees, bid documents and bid proposals. 30% of them mentioned about procurement procedures and the 20% of them mentioned things to do with implementation boards and technocrats. In line with this

research, they were probed on whether the Authority has corrective actions for non-compliance to procedures. All of them agreed in reply.

On whether the procurement control mechanisms in place had led to service delivery in donor funded projects, 100% of the respondents replied in agreement. For instance one technocrat was quoted saying,

“...for purpose of your investigation, it important to know that for us in KCCA we work under strict controls from different stakeholders, like the parliament, PPDA Act 2013, the citizens, the donors monitoring committees, the journalists, the police and so on, which have really improved on the timeliness, and quality of services we provide because if we don't, we will always be questioned.”

This therefore means that KCCA ensures that it involves different stakeholders in procurement control especially the parliament, PPDA Act 2013, the citizens, the donors monitoring committees, the journalists and the police. These are important to isolating and capturing all form of corrupt practices that may exist in the procurement process.

The views from the key informants seemed to tally exactly with what the documents reviewed indicated. For example, the PPDA Act revised version (2013) indicates that for efficiency, effectiveness and improving service delivery in public sector organizations, they shall all obey the procurement procedures and guidelines, prioritize and undertake bidding using independent procurement committees and many more.

Therefore, it can be reached that procurement control has a relationship with effective service delivery in KCCA because this position was supported by interviews and documents reviewed in

the study despite the fact that most of the respondents in the questionnaires seemed not to support this claim.

4.2.2.1 Correlation results for Procurement control and effective Service Delivery

The second null hypothesis stated, “*There is a positive relationship between procurement control and effective service delivery in Kampala City Council Authority*” Pearson correlation coefficient (r) was used to test the hypothesis.

To examine the level of significance between procurement control and effective service delivery in Kampala City Council Authority, a bi-variate analysis was computed between one of the indicators of procurement control and effective service delivery as they were reported by the respondents to find out whether there is a correlation between the two. Below are the results in table 9.

Table 9: Correlation between procurement control and service delivery in Kampala City Council Authority

		Procurement control	Service delivery
Procurement control	Pearson Correlation	1	.414**
	Sig. (2-tailed)		.001
	N	66	66
Service delivery	Pearson Correlation	.414**	1
	Sig. (2-tailed)	.001	
	N	66	66

** . Correlation is significant at the 0.01 level (2-tailed).

From the table above 9 shows that a Pearson Correlation Coefficient value is ($r=.414$). According to Critical Values of the Pearson Product-Moment Correlation Coefficient, when using the critical value table, the absolute value of .414 indicates a positive relationship, strong relationship and a

significant relationship ($.001 < .05$) between procurement control and service delivery. This implies that procurement control is significantly related to effective service delivery in Kampala City Council Authority. This thus means that if Kampala City Council Authority needs to continuously invest in procurement control has it has been reported to have a significant impact on effective service delivery.

4.2.2 .2 Regression results for procurement control and effective service delivery

A linear regression analysis was run to ascertain the extent to which procurement control explains improvement in service delivery. The results are presented in table 10 below.

Table 10: Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.181	.347		3.401	.001
	Procurement control	.279	.086	.315	3.263	.002
Dependent variable: service delivery						
	R square	.017 ^a			F-statistics	10.650
	Adjusted R Square	.016			Sig.	0.01

Results showed that procurement control, predicted 16% of the variance in service delivery (Adjusted R Square =.016). The remaining 84% was predicted by other factors outside the study.

The regression model was also valid (sig. <.01)

4.2.3 Procurement monitoring and effective Service Delivery

To understand whether procurement monitoring had a relationship with effective service delivery in Kampala City Council Authority; respondents were introduced different items to have their say. Their responses were computed by making an aggregate of responses given by respondents to the 11-items and 5point Likert scale (1=Strongly Disagree, 2=Disagree, 3=Not sure, 4=Agree and 5=Strongly Agree), which sought to measure the relationship between the two variables in Kampala City Council Authority which were categorized according to their percentages and means as follows:

Table 10: Descriptive Statistics on Procurement monitoring and effective Service Delivery

Items	1	2	3	4	5	Mean
Audit reports bring out the main project weaknesses that affect quality, time agreed and costs identified in the procurement processes.	9%	40.5%	31.5%	30%	3%	2.11
Proper records management is carried out during construction projects on delivery of materials and payments made at the right time.	45%	55%	0%	0%	0%	2.21
Checking of past records especially for completed services in terms of prices, quality and the timing are used as reference for new service schedules	22.5%	45%	22.5%	4.5%	4.5%	2.45
Supervision checklists are used to often track whether the quality, costs and time agreed upon during procurement process are being implemented	12%	30%	43.5%	13.5%	0%	2.48
Mechanisms for accessing records of projects at all times by the right personnel are in place like through adopting the record management.	7.5%	24%	46.5%	21%	0%	2.59
Audit reports are given as per the compliance with the quality, costs, time agreed upon and procurement laws	0%	4.5%	31.5%	30%	18%	2.92
Audits are done at regular intervals on the quality and costs of projects	6%	9%	48%	27%	9%	3.08
A supervision check list on procurement systems is in place against which timely and quality indicators are checked.	25.5%	18%	46.5%	9%	%	3.23
Despite the actual audits carried out by the internal staff and external firms the responsibility of proper audits rests with PPDA.	6%	7.5%	16.5%	40.5%	28.5%	3.74
KCCA has adequate personnel to monitor and supervise the projects implementation while considering timeliness, quality and cost	7.5%	22.5%	21%	28.5%	19.5%	4.03

Periodic supplier audits are undertaken to correct compliance errors as per quality, time and cost	10.5%	7.5%	25.5%	22.5%	33%	4.55
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The findings indicated in table 10 above, it is evident that out of the 11-items that were introduced to respondents to have their say, 1-item was strongly agreed on by most of the respondents and these had the highest means, 2-items were agreed on by most of the respondents, 5-items were indicated by not sure and 3-items were disagreed on by most of the respondents and these had the lowest means.

The item that was strongly agreed on by most of the respondent was that “Periodic supplier audits are undertaken to correct compliance errors as per quality, time and cost” which was reported by 33% of the respondents and had a mean value of 4.55. In the same realm of arguments, among the responses that were agreed on by most of the respondents included; *“KCCA has adequate personnel to monitor and supervise the projects implementation while considering timeliness, quality and cost”* and this was reported by 28.5% of the respondents and had a mean of 4.03. 40.5% added that *“Despite the actual audits carried out by the internal staff and external firms the responsibility of proper audits rests with PPDA”* and this had a mean of 3.74.

The responses that were not decided took the highest toll and these included; *“A supervision check list on procurement systems is in place against which timely and quality indicators are checked”* which was reported by 46.5% of the respondents and got a mean of 3.23. While 48% of the respondents indicated that *“Audits are done at regular intervals on the quality and costs of projects”* and this had a mean of 3.08. *“Audit reports are given as per the compliance with the*

quality, costs, time agreed upon and procurement laws” which was reported by 31.5% of the respondents and had a mean of 2.92. *“Mechanisms for accessing records of projects at all times by the right personnel are in place like through adopting e-record management in KCCA-46.5%, 2.59, whilst, “Supervision checklists are used to often track whether the quality, costs and time agreed upon during procurement process are being implemented”* was reported by 43.5% of the respondents and was recorded with a mean of 2.48.

However, on the scale of disagree, 45% of the respondents reported that *“Checking of past records especially for completed projects in terms of prices, quality and the timing are used as reference for new projects”* and this had a mean of 2.45. *“Proper records management is carried out during construction projects on delivery of materials and payments made at the right time”* was reported by 55% of the respondents and had a mean of 2.21 while 40.5% of the respondents concluded this by responding that *“Audit reports bring out the main project weaknesses that affect quality, time agreed and costs identified in the procurement processes”* and this was reported with a mean 2.11.

Despite the fact that the views from the questionnaire seemed to be indecisive on whether procurement monitoring had a relationship with effective service delivery in KCCA, however the interviewees rushed to admit that the relationship was there and this position was reported by 100% of the interviewees that were engaged. One of the technocrats in the Authority in an interview said,

“KCCA, not like other organizations has its procedures of doing its business and because we are doing with Engineers who seem to be doing complicated work, we always have road supervisory design checklists which must be fulfilled before we say that the project is done. This checklist is approved from committees that usually bring different representatives from stakeholders

especially the donors and consultants.....so it becomes easy to monitor and meet exactly the set specifications in the right time, cost and quality we need...”

This verbatim thus means that KCCA engage in procurement monitoring especially when it comes to coming up with supervisory design checklists which are important in monitoring service quality in procurement.

This position seems to tally exactly with what the documents reviewed in KCCA exactly indicate. For instance, KCCA annual report (2011) indicates that among the frontline factors that contributed to success of its drainage system construction was because of close supervision that came from different stakeholders. In the same report, it was indicated that it was mandatory for all contractors to submit all their budget proposals and these were closely monitored.

Therefore, it can be concluded from here that procurement monitoring done in KCCA has led to effectiveness in service delivery since most of the tools examined in the study seemed to support this claim.

4.2.3.1 Correlation results for Procurement monitoring and effective Service Delivery

The first null hypothesis stated, *“There is a positive relationship between procurement monitoring and effective service delivery in Kampala City Council Authority”* Pearson correlation coefficient (r) was used to test the hypothesis.

To examine the level of significance between procurement monitoring and service delivery in Kampala City Council Authority, a bi-variate analysis was computed between one of the indicators of procurement monitoring and service delivery as they were reported by the respondents to find out whether there is a correlation between the two. Below are the results in table 11.

Table 11: Correlation between procurement monitoring and effective service delivery in Kampala City Council Authority

		Procurement monitoring	Service delivery
Procurement monitoring	Pearson Correlation	1	-.575**
	Sig. (2-tailed)		.000
	N	66	66
Service delivery	Pearson Correlation	-.575**	1
	Sig. (2-tailed)	.000	
	N	66	66

** . Correlation is significant at the 0.01 level (2-tailed).

From the table above 11 shows that a Pearson Correlation Coefficient value is ($r=-.575$). According to Critical Values of the Pearson Product-Moment Correlation Coefficient, when using the critical value table, the absolute value of $-.575$ indicates a negative relationship, weak relationship and insignificant relationship ($.000 > .05$) between procurement monitoring and service delivery. This implies that procurement monitoring is negatively related to effective service delivery in Kampala City Council Authority.

4.2.3.2 Regression results for procurement monitoring and effective service delivery

A linear regression analysis was run to ascertain the extent to which procurement monitoring explains improvement in service delivery. The results are presented in table 4.12 below.

Table 12: Regression analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.102	.170		6.467	.000
	Procurement monitoring	.306	.054	.500	5.693	.000
Dependent variable: service delivery						
	R square	.250 ^a			F-statistics	33.415
	Adjusted R Square	.241			Sig.	0.01

Results showed that procurement monitoring, predicted 24.1% of the variance in service delivery (Adjusted R Square = .241). The remaining 73.9% was predicted by other factors outside the study.

The regression model was valid (sig. <.01)

4.3 Chapter Summary

Results showed that procurement planning, procurement control and procurement monitoring predicted 52.1% of the variance in service delivery in KCCA. The remaining 47.9% was predicted by other factors outside the study. It was also noted that procurement monitoring (Beta = .500, sig. < .01) is a better predictor of efficient service delivery more than procurement planning (Beta = .259, sig. <.01) and procurement control (Beta = .315, sig. <.01). This implies that KCCA should ensure that procurement monitoring is further observed if they are to maintain and sustain its service delivery. The regression model was also valid (sig. <.01).

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The study investigated the effect of public procurement management on efficient service delivery in government agencies in Uganda, with special focus to KCCA. This chapter presents the summaries of the findings, discussions of objectives set for the study, conclusions from discussions and the recommendations for improving service delivery in government agencies. Limitations, contributions of the study and areas of further study are also suggested.

5.2 Summary

The study established a number of findings, the summary of the findings are outlined here under;

5.2.1 Procurement Planning and effective Service Delivery in government agencies

The hypothesis that there is a significant relationship between procurement planning and effective service delivery in Kampala City Council Authority was tested and accepted. This was because of the favorable results from Pearson correlations which indicated that the Pearson Correlation Coefficient value is 0.485, in respect to the hypothesis and statistically significant at .000 which is less than 0.05 (level of significance). This position was further supported by interviews conducted and documents analyzed in the study.

5.2.2 Procurement Control and effective Service Delivery in government agencies

The hypothesis that there is a significant relationship between procurement control and effective service delivery in Kampala City Council Authority was tested and accepted. This was because of the favorable results from Pearson correlations which indicated that the Pearson Correlation Coefficient value is 0.414, in respect to the hypothesis and statistically significant at .000 which is less than 0.05 (level of significance). This position was further supported by interviews conducted and documents analyzed in the study.

5.2.3 Procurement Monitoring and effective Service Delivery in government agencies

Lastly, the hypothesis that there is a significant relationship between procurement monitoring and effective service delivery in Kampala City Council Authority was tested and rejected. This was because of the unfavorable results from Pearson correlations which indicated that the Pearson Correlation Coefficient value is -0.575, in respect to the hypothesis and statistically insignificant at .000 which is greater than 0.05 (level of significance). This position was further supported by interviews conducted and documents analyzed in the study.

5.3 Discussion of the study findings

The discussion of the study findings has been made as per the study objectives below;

5.3.1 Procurement Planning and effective Service Delivery in government agencies

The study findings indicated that procurement planning positively influence effective service delivery in Kampala City Council Authority. This is because the results from the study revealed that annual procurement budgets showing the set quality time and costs are always formulated.

This is congruent with what Oluka and Ssenoga (2008) reported that annual procurement budgets are too essential in effectiveness and timeliness of service delivery in an organization. The study further found out that the procurement committee ensures or confirms the availability of funds before any purchase; KCCA procurement process begins with "planning and budgeting" for costs quality and time scope of projects". All these are congruent with the recommendations of World Bank (2005) for effective service delivery. Thorough needs assessment is undertaken by the respective managers for the required quality for the projects; Budget proposals are made and approved so as to attain the required time, quality and costs of projects; The required costs for projects are clearly defined by the responsible personnel in the unit /department; The set specifications and designs are followed during implementation hence witnessing quality in the projects and Top management is involved in procurement planning of the quality, cost and time of projects. Such findings are in line with what Thai (2004) had earlier indicated that needs assessment and budget proposals are too important to be presented to procurement committees and boards in an organization, to ensure project success.

The above position was supported by the key informants who consistently agreed that procurement planning was related to service delivery in donor funded projects in Uganda National Roads Authority because most of the respondents indicated that procurement plans have been important in specifying the design, quality, costs and time required to implement the project and this at the end led efficiency and effectiveness in donor funded projects. Kampala City Council Authority strategic plan (2011-2015) and Kampala City Council Authority Roads Construction Report (2012) continually confirmed this relationship where they indicated that that procurement plans are priorities that must be undertaken in Kampala City Council Authority construction works for realization of the funds required and for quality accomplishments.

Basheka (2008) and (Arrowsmith, Linarelli & Wallace, 2000) continually supports the above findings while asserting that any procurement begins with the planning decision to make the purchase. This will involve deciding whether there is a need for the particular goods or services and will equally involve ensuring that the purchaser has the legal powers to undertake the transaction, obtaining any relevant approvals within the government hierarchy and arranging the necessary funding. Procurement planning is one of the primary functions of procurement with a potential to contribute to the success of operations and improved service delivery. They add that it is a function that sets in motion the entire acquisition/procurement.

5.3.2 Procurement control and Effective Service Delivery in government agencies

The study findings indicated that procurement control positively influence effective service delivery in Kampala City Council Authority. This is because the results from the study revealed that in KCCA, the successful projects are associated with effective controls considering time, costs and quality. This view is congruent with what Thai (2004) found out earlier that successful projects are rooted through constant supervision and control. KCCA was also found to use standard bidding documents issued by PPDA/ADB/World Bank which show the set time quantity and costs needed. This is in contrary to what Basheka (2008) argued that such standard documents may be available but when they are in only in papers. Evaluation of Bids is operated according to how the service provider's technical ability, capacity and expertise in construction; KCCA follows international and national policies and guidelines clearly stating the costs, timeliness and quality of services required for efficient construction, Due to corrective actions done by the authority, it has led to the selection of the best bidder and The increased construction costs are due to inadequate controls and under estimated quantities of work. All these were findings in the study which seemed to

confirm the position that procurement control positively influences effective service delivery in Kampala City Council Authority

The above position was supported by the key informants who consistently agreed that procurement control was related to service delivery in Kampala City Council Authority because most of the respondents indicated that KCCA works under strict controls from different stakeholders, like the parliament, PPDA Act now of 2013, the citizens, the donors monitoring committees, the journalists, other government watchdogs, the police and so on, which have really improved on the timeliness, and quality of services provided because if it doesn't, they will always stand to be questioned. However, despite the following of such act, Mansoor (2001) seems not to agree that such procurements acts are well followed and doubts the linkage between them and service delivery. The PPDA Act revised version (2013) indicates that for efficiency, effectiveness and improving service delivery in public sector organizations, they shall all obey the procurement procedures and guidelines, prioritize and undertake bidding using independent procurement committees and many more. Additionally, KCCA bidding Documents (2012), it is clearly indicated that independent committees undertook the selection of contractors that show the success of this project in time, stipulated costs and of the specifications required.

Therefore, the study findings seems to tally with what was reported earlier by scholars in the literature reviewed who had established that there is a relationship between procurement control and service delivery in donor funded projects. For instance, Lisa et al (2007) and Nakamura (2004), Lisa et al (2007) ascertained that models should be used for benchmarking services, supplier quotations and opening a dialogue with services suppliers about services cost and value improvement. He added that top management support is also needed here to disallow services

purchasing without the involvement of service professionals to help develop contracts, service-level agreements, and supplier performance metrics. Nakamura (2004) in agreement with Lisa et al (2007) argues that procurement controls like other controls is a key area for risk minimization for all institutions. Despite the organization having policies and procedures for their operations, they also need to put in place controls to mitigate any risks. Procurement is inherently risky given the fact that it involves movement of company resources; the temptation to apply the resources for personal interest may be high. Controls should therefore be emphasized in construction projects so as to improve service delivery. Put the best people in services supply management. Without this commitment to getting the best people in services supply management, failure is inevitable. Any organization needs some trailblazers to set the standard, people who know what is possible and can develop a vision for formalizing services. Leveraging existing, experienced materials buyers to apply their skills to services purchasing is one alternative. Hiring from other companies and industries that have effectively taken control of services purchasing is another common alternative. The key is to begin to take steps to better manage services spending. Dedicating skilled resources to establishing new systems for better managing the purchase of services should result in a tremendous return on investment and improvement in value of services for the dollars spent. Purchasing of services could truly be the next frontier for improved supply chain and organizational performance (Lisa et al, 2007).

5.3.3 Procurement monitoring and effective Service delivery in government agencies

The study findings indicated that procurement monitoring positively influence effective service delivery in Kampala City Council Authority. This is because it was reported that KCCA undertakes periodic supplier audits are undertaken to correct compliance errors as per quality, time and cost,

has adequate personnel to monitor and supervise the projects implementation while considering timeliness, quality and cost and employs PPDA in its operation. This is contrary to what and (Cloete, 2009) had earlier expressed that some reports produced in M/E are concocted. The above position was not supported by the key informants who on other hand indicated that procurement monitoring had a relationship with service delivery in Kampala City Council Authority and this was based on the fact that Kampala City Council Authority has to follow procedures and guidelines which involves road supervisory design checklists which must be fulfilled before the project is said to be done. This is in line with World Bank annual report (2011). This position was additionally supported by the documents reviewed. For instance, KCCA annual report (2012) indicates that among the frontline factors that contributed to success of its Road projects in Kampala was because of close supervision that came from different stakeholders. In the same report, it was indicated that it was mandatory for all contractors to submit all their budget proposals and these were closely monitored. All supplements that were raised had been planned on and so on. However, the report from World Bank (2010) on the quality of Roads constructed in developing countries, this report put Uganda in the position of 3rd where most of the money is embezzled and end up providing poor quality road construction service.

Therefore, the study findings above principally follow the same line with what had earlier been established by different scholars who had indicated that there is a relationship between procurement monitoring and effective service delivery in Kampala City Council Authority. For instance, Wittig (1999) who had earlier ascertained that procurement monitoring is used to regularly check and evaluate the processes and the results (outputs, outcomes and impact) of a program and to find out whether progress is being made towards the targets and defined objectives. When M&E detects that the performance of any program component is below the expectations,

actions to prevent and/or to correct the problems should be initiated. Used this way, M&E is a tool for continuous improvement of a program's performance while at the same time facilitating reporting, accountability and transparency. However, Cloete (2009) did not agree that procurement monitoring is related to service delivery because he found that much of the reports produced are concocted.

5.4 Conclusions

5.4.1 Procurement planning and effective Service Delivery in government agencies

It was found out that there is a positive relationship between procurement planning and effective service delivery in KCCA. This thus means that procurement planning has heavily and positively improved on service delivery. Therefore, this implies that there is a need for KCCA to come up with mechanisms that can improve service delivery while upholding procurement planning and this can be done by involving different stakeholders in the process of procurement management in KCCA.

5.4.2 Procurement control and effective Service Delivery in government agencies

It was found out that there is a positive relationship between procurement control and effective service delivery in KCCA. This thus means that procurement control has effectively and positively improved on service delivery. Therefore, this implies that if KCCA wants to improve service delivery, it needs to uphold procurement control mechanisms and this can be done while undertaking continuous auditing of supplies and what is being done by different service providers in KCCA.

5.4.3 Procurement monitoring and effective Service Delivery in government agencies

It was found out that there is a positive relationship between procurement monitoring and effective service delivery in KCCA. This thus means that procurement monitoring has effectively and positively improved on service delivery. Therefore, this implies that if KCCA wants to improve service delivery, it needs to see that procurement activities are upheld especially reporting and supervision.

5.5 Recommendations

5.5.1 Procurement planning and effective Service Delivery in government agencies

There is a need for KCCA to put so much emphasis on prior consideration given to the formulation of procurement specifications and designs so as to attain projects of the best quality. This is because when the specifications and designs are not well considered and researched upon; it is likely to affect the quality of service delivered

5.5.2 Procurement control and effective Service Delivery in government agencies

There is a need for increased attention on employing corrective actions against experts who doesn't comply with the bidding process. This will enable the selection of suppliers and contractors who are high profiled and have enough experience to undertake quality in service delivery

5.5.3 Procurement monitoring and Service Delivery in government agencies

There is a need for KCCA procurement committees to work on supervision check list on procurement systems that indicate fully the time, cost and quality indicators for easy monitoring and evaluation of service delivery. Additionally, supervision checklists are used to often track

whether the quality, costs and time agreed upon during procurement process are being implemented.

5.6 Limitations of the study

The study registered a number of limitations and these majorly included;

- i)** Some respondents deliberately failed to answer the questionnaire. This gave the researcher hard time but she had to resource and replaced such people with the same people in the target population.
- ii)** Secondly, some respondents wrongly filled the questionnaires. This came as a result of time constraints as some of them rushed to answer the question and attend to their work. But the researcher managed to recover most of the questionnaires well filled. Those which were wrongly filled were ignored.
- iii)** Time was one of the study's major constraints as the researcher couldn't meet some people as expected since they had travelled abroad. Since the study had a specified time, the researcher replaced such people with their personal assistants.
- iv)** In spite of all these challenges however, the researcher did everything he could to undertake it successfully

5.7 Contributions of the study

The study has a number of contributions but most of its contributions go to KCCA, the government of Uganda, policy makers and researchers as highlighted below;

The study findings will work as part of the model to enhancing the service delivery in donor funded projects in KCCA. This is because the study findings have laid clearly where KCCA has been

performing strongly as per procurement planning, procurement control and procurement monitoring. Therefore, weak positions can be adopted as a way of improving service delivery in donor funded projects in KCCA.

The study will be of much importance to the Government of Uganda in assessing whether the PPDA act started in 2003 and improved in 2013 has really led to improvement in service delivery in donor funded projects and this is showed in where it has been shown in areas where responded were strongly agreeing and agreed in the study.

The study will also work as a guide to policy makers and legislators in Uganda in reviewing and amending the PPDA act used in public service organizations.

The study will also serve as a reference material that will spark different academic frontiers and researchers in expanding on what has been reached on by this study.

5.8 Areas recommended for further study

Wholesomely the study tried to meet and achieve the set objectives as shown in the write-up, however, in the process the researcher has observed certain areas that require further researcher.

These include:

- The study was limited to two variables; procurement management and service delivery. There is therefore a need for further study to take into consideration of considering more than one variable that may be affecting service delivery in KCCA because it may not only be procurement management but also others
- The study was also limited to few dimensions and indicators of procurement management and service delivery. There is a need for future research to replicate the findings while employing multidisciplinary measures of procurement management and wider coverage of service delivery

because it is likely that service delivery in donor funded projects in KCCA fair badly against such dimensions and indicators.

- This study was limited to KCCA. This makes the study limited to KCCA and not in other public sector organization in Uganda. There is a need also for a further study to be replicated in other government departments and ministries to ascertain the similarity and differences in the findings.

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APPENDICES

APPENDIX I: QUESTIONNAIRE FOR KCCA EMPLOYEES/PROCUREMENT COMMITTEE MEMBERS

Introduction

Dear Respondent,

The researcher is a student of Master in Public Procurement (MPP) at Uganda Management Institute (UMI), Kampala, Uganda. She is undertaking a research to generate data and information on “Procurement Management and Effective Service Delivery: A Case Study Of KCCA.” You have been selected to participate in this study because the contribution you make to your organization is central to the kind of information required. The information you provide is solely for academic purposes and will be treated with utmost confidentiality. Kindly spare some of your valuable time to answer these questions by giving your views where necessary or ticking one of the alternatives given. Indeed your name may not be required. Thank you for your time and cooperation.

SECTION A: BACKGROUND DATA

Please circle the numbers representing the most appropriate responses for you in respect of the following items:

- 1. Your gender a) Male b) Female
- 2. What is your age group?
 - a) 20-29, b) 30-39, c) 40-49, d) 50 and above
- 3. What is your highest level of education?
 - a) Post Grad Diploma, b) Bachelor’s degree, c) Masters’ degree d) Doctorate
 - e) Others (specify) -----
- 4. What is your marital status?
 - a) Single b) Married c) divorced d) Separated e) Widowed
- 5. For how many years have you worked with procurement in KCCA?
 - a) Less than one year b) 1-2 years c) 3-4 years 4) Over 5years

SECTION B: PROCUREMENT PLANNING AND SERVICE DELIVERY

In this section please tick in the box that corresponds to your opinion/view according to a scale of 1 = strongly Disagree, 2 = Disagree, 3 = Not Sure, 4 = Agree, 5 = strongly Agree

No	Statement	1	2	3	4	5
1	KCCA procurement process begins with "planning and budgeting" for costs quality and time scope of services required.					

No	Statement	1	2	3	4	5
2	The required costs for projects are clearly defined by the responsible personnel in the unit /department					
3	Thorough needs assessment is undertaken by the respective managers for the required quality for services					
4	There is early involvement of all stakeholders in procurement planning so as to attain the right quality, time and costs					
5	Budget proposals are made, approved so as to obtain the required time, quality and costs of services					
6	Relevant approvals are obtained from the KCCA authorities for all procured items in terms of the quality and costs required in service delivery					
7	Prior consideration is given to the formulation of procurement specifications and designs so as to attain services of the best quality.					
8	The set specifications and designs are followed during implementation hence witnessing quality in services provided					
9	Annual procurement budgets showing the set quality time and costs are always formulated.					

No	Statement	1	2	3	4	5
10	There is good communication between budget, program and procurement officers for planning to be effective					
11	The procurement committee ensures or confirms the availability of funds before any procurement is made					
12	Top management is involved in procurement planning for the quality, costs and time of services.					

SECTION C: PROCUREMENT CONTROL AND SERVICE DELIVERY

In this section please tick in the box that corresponds to your opinion/view according to a scale of 1 = Strongly Disagree, 2 = Disagree, 3 = Not Sure, 4 = Agree, 5 = Strongly Agree

No.	Statement	1	2	3	4	5
1	Procurement often suffers from inadequate knowledge of guidelines and procedures by project implementers which leads to ineffective costs, time and quality.					
2	KCCA follows international and National policies and guidelines clearly stating the costs, timeliness and quality of services required for efficient construction					
3	The operational policies and guidelines on the quality of services are readily accessed by all stakeholders.					

No.	Statement	1	2	3	4	5
4	KCCA uses standard bidding documents issued by PPDA/ADB/World Bank which show the set time quantity and costs needed					
5	Evaluation of bids is operated according to how the service provider's technical ability, capacity and expertise in construction					
6	The evaluation committee always recommends the lowest bidder as the best evaluated.					
7	The increased construction costs are due to inadequate controls and under estimated quantities of works					
8	The successful projects are associated with effective controls considering time costs and quality					
9	Corrective actions have been fundamental in helping the authority meet timely service provision					
10	Due to corrective actions done by the authority, it has led to the selection of the best bidder.					
11	The corrective actions are performed by experts who i decide on how to successfully award a project to the best bidder.					

SECTION D: PROCUREMENT MONITORING AND SERVICE DELIVERY

In this section please tick in the box that corresponds to your opinion/view according to a scale of 1 = Strongly Disagree, 2 = Disagree, 3 = Not Sure, 4 = Agree, 5 = Strongly Agree

No.	Statement	1	2	3	4	5
1	Supervision checklists are used to often track whether the quality, costs and time agreed upon during procurement process are being implemented.					
2	Audits are done at regular intervals on the quality and costs of projects.					
3	KCCA has adequate personnel to monitor and supervise the projects implementation while considering the timeliness quality and cost.					
4	A supervision check list on procurement systems is in place, against which timely and quality indicators are checked.					
5	Audit reports bring out the main project weaknesses that affect quality, time agreed and costs identified in the procurement processes.					
6	Audit reports are given as per the compliance with the quality, costs, time agreed upon and procurement laws					

No.	Statement	1	2	3	4	5
7	Despite the actual audits carried out by the internal staff and external firms the responsibility of proper audits rests with PPDA.					
8	Proper records management is carried out during construction projects on delivery of materials and payments made at the right time					
9	Periodic supplier audits are undertaken to correct compliance errors as per quality, time and cost					
10.	Mechanisms for accessing records of projects at all times by the right personnel are in place like through adopting e-record management in KCCA					
11	Checking of past records especially for completed projects in terms of prices, quality and the timing are used as reference for new projects					

THANK YOU FOR YOUR PARTICIPATION!

APPENDIX II: INTERVIEW SCHEDULE FOR SENIOR MANAGEMENT

1. Position in KCCA

2. Department /Section.....

1. a) Does KCCA carry procurement planning? *Please tick the appropriate option.*

a) Yes b) No

b) Do you follow the procurement plans as written?

a) Yes b) No

If so, in what ways does procurement planning led to effective service delivery? (Probe for needs identification, budgeting and supplier selection ETC)

.....
.....
.....

2a) Does KCCA has procurement control mechanisms? *Please tick the appropriate option.*

a) Yes b) No

b) If so, how has procurement controls led to effective service delivery? (Probe for needs specification and design, bidding and procurement guidelines and procedures)

.....
.....
.....

3a) Does KCCA undertakes procurement monitoring? *Please tick the appropriate option.*

a) Yes b) No

b) If so, how has procurement monitoring led to effective service delivery? (Probe for supervisory checklist, supplier evaluation and corrective action)

.....
.....
.....

4. How would you describe the general service delivery in Kampala divisions in your department or section?

.....
.....
.....

THANK YOU SO MUCH

APPENDIX III: Table for determining sample size from a given population

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Source: Krejcie & Morgan (1970, as cited by Amin, 2005)

Note.—*N* is population size.

S is sample size.